

Austria	Swiss	Swiss	Portugal	Portugal
Belgium	Spain	Spain	Portugal	Portugal
Denmark	Spain	Spain	Portugal	Portugal
Cyprus	Costa Rica	Costa Rica	Portugal	Portugal
Eastern Europe	Costa Rica	Costa Rica	Portugal	Portugal
Finland	Costa Rica	Costa Rica	Portugal	Portugal
Germany	Costa Rica	Costa Rica	Portugal	Portugal
Greece	Costa Rica	Costa Rica	Portugal	Portugal
Hungary	Costa Rica	Costa Rica	Portugal	Portugal
Iceland	Costa Rica	Costa Rica	Portugal	Portugal
India	Costa Rica	Costa Rica	Portugal	Portugal
Ireland	Costa Rica	Costa Rica	Portugal	Portugal
Malta	Costa Rica	Costa Rica	Portugal	Portugal
Norway	Costa Rica	Costa Rica	Portugal	Portugal
Portugal	Costa Rica	Costa Rica	Portugal	Portugal
Spain	Costa Rica	Costa Rica	Portugal	Portugal
Sweden	Costa Rica	Costa Rica	Portugal	Portugal
United Kingdom	Costa Rica	Costa Rica	Portugal	Portugal
United States	Costa Rica	Costa Rica	Portugal	Portugal
Yugoslavia	Costa Rica	Costa Rica	Portugal	Portugal

EUROPE'S BUSINESS NEWSPAPER

# FINANCIAL TIMES

No.30,746

Thursday January 19 1989

D 8523A

## World News

### Gorbachev spells out planned defence cuts

MIKHAIL GORBACHEV, Soviet leader, revealed details of his planned defence cuts for the first time, and called on the West to show more flexibility in responding to Soviet initiatives. He said spending on armaments will be cut by a fifth although no global figure for such spending has ever been published. The Soviet defence budget, normally referring to the total for personnel and fixed assets, such as military bases, currently admitted at just under £10bn, will be cut by 14.2 per cent, he said.

### Botha in hospital

P.W. Botha, President of South Africa since 1978, suffered a mild stroke and was admitted to a military hospital. His condition was reported to be "stable". Page 16

### West Bank strike

Arabs in the occupied West Bank staged a strike to protest against mounting casualties from army gunfire and Israel's opposition blasted the government for its handling of the Palestinian uprising. The strike was widely observed.

### Prosecutor shot

A left-wing guerrilla group said it shot and seriously wounded Panayiotis Tarasoukos, a senior Athens public prosecutor, in the second attack on a top law officer in just over a week. His condition was described as serious.

### Berlin Wall divide

The Berlin Wall continued to divide East and West at the Conference of Security and Co-operation in Europe, though Western delegates denied that they were waging a concerted campaign to give it priority over other human rights issues. Page 3

### Afghan offensive

Soviet-backed Afghan forces killed and wounded hundreds in a counter-offensive in the northern province of Kunduz bordering the Soviet Union, the official Kabul radio said. Last night, 164, Page 4

### Union chief indicted

A Mexican judge says he has indicted Joaquin Hernandez Galicia, *de facto* chief of the powerful Oil Workers Union and the main target of last week's crackdown on alleged union corruption.

### Lebanon talks

Leaders of Lebanon's rival Christian and Moslem cabinets have agreed to co-operate with the 22-member Arab League in a bid to prevent the formation of Lebanon.

### Sri Lanka treaty

India said it was willing to consider a proposal by Sri Lanka's new president to negotiate a friendship treaty between the two countries.

### Violence in Miami

Rotors started fires and looted stores as 700 police officers poured into two black neighbourhoods, arresting hundreds in an attempt to halt two days of racial violence, which began after the shooting death of a black motorcyclist.

### No go airports

Foreign airlines warned they might call a token halt in flights to Italy in protest over "continuous paralysis" at the country's strike-hit airports. A strike by Alitalia pilots and heavy fog closed all but one airport yesterday.

### MARKETS

#### Hong Kong

Hong Kong Index

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Jan 1989

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SF 2,7900 (2.7875)

Y225,50 (225.75)

DM 1.6725 (1.65125)

FFP 6,3850 (6.3010)

SF 1,5915 (1.57575)

Y126,70 (127.65)

London

DM 1.6505 (1.6505)

FFP 6,3725 (6.3100)

SF 1,5905 (1.5750)

Y126,45 (127.70)

New York close

£19,075 (-0.06)

Oct 1988

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£403,38 (404.0)

close

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European  
Parliament  
forges link  
with Euro  
zone

## Business leaders 'want European monetary union'

By David Buchan in Strasbourg

A GROUP of leading European industrialists yesterday claimed gathering business support for European monetary union, including a single central bank running a single currency.

The day after Mr Jacques Delors, the Commission president, sketched out his plan for a federal European central banking system, Mr Cornelius van der Klaft, president of Philips and of the Association of European Monetary Union, released a survey showing that 68 per cent of more than 1,000 European business leaders wanted a single currency.

The Philips president, was opening a debate on monetary union at the European Parliament here. He admitted that his new monetary union association had virtually no members from West Germany or the UK. But the survey purported to show that 78 per cent of 187 UK business leaders interviewed subscribed to the association's general goal.

Mr Giovanni Agnelli, the Fiat president, claimed that the City and industry in the UK supported monetary union, though "no one can easily bring pressure on Mrs

Thatcher." Of the major captains of industry here yesterday only Mr van der Klaft was specific about practising in his company what he was preaching.

He said Philips was considering joining the handful of European companies who already to their internal accounts in Ecu, and it was discussing changing to Ecu invoicing with outside suppliers.

Commission officials yesterday expanded on Mr Delors' Parliament speech on Tuesday. Under consideration by the special Delors monetary committee was the early creation of a federal structure grouping the existing 12 national central banks. Further progress in monetary policy co-ordination could not be made within the existing framework or existing Treaty of Rome arrangements, they had concluded.

Such a structure would still allow member states largely to set their own budget and tax policies but monetary policy had to be determined at federal level. Equally, however, a higher degree of economic policy convergence would also be needed, the officials said.

## US hint on French and UK N-arms

By David White, Defence Correspondent

A STRONG hint that UK and French nuclear forces might be brought into the next stage of strategic arms cuts was made yesterday by General William Burns, head of the US Arms Control and Disarmament Agency.

In a Worldnet satellite-link news conference he said that if the US and the Soviet Union achieved the 50 per cent cuts foreseen in the Start negotiations there was "a good likelihood" of Britain and France being invited to participate in discussing further reductions.

His statement will provide ammunition to the leadership of Britain's opposition Labour Party in its efforts to forge a new nuclear policy based on negotiating away the country's Polaris ballistic missile submarines and their Trident successors as part of East-West arms control.

The Government has insisted on keeping UK nuclear forces, regarded as the minimum credible deterrent, outside the scope of negotiations. Although it has not ruled out including them at some stage, it has argued that "very substantial" further reductions for US and Soviet arsenals would be needed for it to review its position.

## EUROPEAN NEWS

## Soviet top brass press case for troop cuts

By Quentin Peel in Moscow

TOP SOVIET military commanders have embarked on a concerted public relations effort to persuade their officers and men of the necessity for the unilateral reduction of troops and armaments last month by Mr Mikhail Gorbachev.

A series of public announcements, broadcasts, and interviews with the military top brass in recent weeks appears to be a response to considerable scepticism in the ranks at the prospect of demobilising 500,000 men, some 10,000 tanks and 800 aircraft.

The Army newspaper, Krasnaya Zvezda (Red Star), in particular, has published a series of interviews designed to reassure both the military, and the

general public, of the good sense of the unilateral gesture announced by the Soviet leader to the United Nations.

At the same time, top political officials, led by General Dmitri Yarov, the Minister of Defence, have redoubled their campaign for "perestroika" within the military.

First details were published yesterday of the Soviet air force plans to reduce its strength by the promised 800 aircraft - the equivalent, according to Lieutenant General Aleksandr Pozdnyakov, deputy chief of staff of the air force, of the air forces of West Germany and Belgium combined.

"It is our view that the

remaining forces will be sufficient to carry out defensive tasks, to guard our borders and respond to aggression if the need arises," he told Krasnaya Zvezda.

The aircraft involved would be principally ground attack planes, thus increasing the proportion of fighter aircraft in the Soviet defences.

However, Gen Pozdnyakov admitted that the air force could only prove adequate to its new role "by improving our training standards, and changing the emphasis to quality, not quantity."

He said that already the air force command had taken steps to improve the training of air crews, and "improve the

reliability of aviation technology.

He insisted that the 800 aircraft to be withdrawn, although not fully identified

the geographical distribution of the cuts - were not simply "out-dated technology". Those in "fair condition" might be broken down for spare parts, while "aircraft the military does not require will be transferred to the state. Any military airfields surplus to requirements would be transferred to local soviets (communes)."

All the top officers have been at pains to stress that the cuts in the coming months will not be carried out as brutally as a similar exercise in the

1950s, when many officers were dismissed only months before they were eligible for pensions.

As for military strategy, they have argued both for smaller, more professional armed forces, and the continuing nuclear capacity of the Soviet Union, capable of inflicting an "unacceptable" level of damage on Nato forces, or any aggressor.

Thus Colonel V. Strelkov, a lecturer in military science, argued in a recent issue of Krasnaya Zvezda that less than 10 per cent of each superpower's strategic nuclear warheads could inflict damage amounting to up to 70 per cent of industry, and killing about 30 per cent of the population.

view of the Government's admission that it was warned by its own intelligence service in August 1987 that Rabta might have a poison gas capability.

US officials now say Germany and other European countries are fully co-operating with attempts to prevent the plant going into production, but Bonn officials admit Libya may already have received most of the German exports it requires.

## Germans found nothing suspicious in exports to Libya

By David Goodhart in Bonn

THE West German customs and export control authorities would have found nothing suspicious about the plane construction equipment, or most of the chemicals, that flowed from Germany to the Rabta complex in Libya between 1985 and 1988.

Without any warning from the Government about the possibility of a dangerous "dual use", such products would have been seen as just a small part of the extensive trade

between the two countries. Products requiring licences would have had them granted without a second thought.

Trade between the two countries has been falling in the past five years because of Libya's oil - was nearly Dm 4.5bn (214m) in 1982 when Germany imported goods (mainly oil) worth Dm 7.1bn and exported goods worth only Dm 1.8bn.

But Libya remains the most important market in the Arab world for German companies, and West Germans are the sec-

ond biggest exporters to Libya after Italy. But Libya in one of the few countries to have a trade surplus with Germany.

That surplus - the result of Libya's oil - was nearly Dm 4.5bn (214m) in 1982 when Germany imported goods (mainly oil) worth Dm 7.1bn and exported goods worth only Dm 1.8bn.

Libya represents the 31st most important export market for West Germany and is the 45th most important importer into Germany.

Despite this, diplomats continue to ask why the licensing procedures were not tightened much earlier, especially in

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## Genscher firm line on human rights

By Robert Mauthner and Judy Dempsey in Vienna

THE West German Foreign Minister, Mr Hans-Dietrich Genscher, who has taken a close personal interest in the success of the Conference on Security and Cooperation in Europe, yesterday welcomed the Czechoslovak and East German authorities not to repeat their actions against peaceful demonstrators.

At the same time, he said the "thorough-going" reforms in the Soviet Union and in other Warsaw Pact countries had favourably influenced the atmosphere at the Vienna meeting.

In a speech which focused more sharply on human rights than on military and security issues, he went considerably further than had been expected in defending individual freedoms.

"Some of the events of the past few days have shown there is still a difference between pretension and reality," he said referring to the violent break-up by the authorities of groups in Prague and Leipzig.

Mr Genscher's shift of emphasis seems to reflect earlier concern voiced by some Nato countries about his

apparent haste last July in promoting new conventional arms reductions talks at the possible expense of neglecting certain areas of human rights.

But yesterday, Mr Genscher hoped to dispel such suggestions by stating that "internal and external peace" was inconceivable without human rights.

In this context, West Germany had a particular role to play, and Mr Genscher stressed, what is now regarded as a preoccupation in Bonn, that any peaceful order in Europe would have to take into account the central importance of German-Soviet relations.

The forthcoming visit to Bonn by Mr Mikhail Gorbachev would, he said, confirm this special relationship.

But in looking beyond German-Soviet relations, Mr Genscher, who is an enthusiastic supporter of Mr Gorbachev's reform programme, said the European Community, through more economic co-operation, could play a significant role in Eastern Europe.

Bonn feels that more economic assistance by the West could speed up the political, economic and social reforms in the Eastern bloc.

Mr Genscher's shift of emphasis seems to reflect earlier concern voiced by some Nato countries about his

## Romania tells critics to mind their own business

By Judy Dempsey

ROMANIA yesterday said it had no intention of implementing a new package of human rights accords agreed at the Vienna CSCE meeting if the provisions did not comply with its constitution and laws.

At the same time, Mr Ion Tuțu, the country's Foreign Minister sharply criticised remarks made earlier in the week by Mr George Shultz, the US Secretary of State, about Romania's human rights record.

Mr Tuțu accused his critics of interfering in the internal affairs of his country, and added that no discrimination existed there "regardless of sex, religion or minority."

Mr János Jánosch, the Czechoslovak Foreign Minister, responded to a barrage of Western criticism over the repression of peaceful demonstrations by saying his country was "striving for consistent implementation and creative development of the Helsinki process."

In addition, he defended the authorities' actions by saying

no government would tolerate law-breakers.

Charter 77, the Czechoslovak human rights movement, sent an open letter to the Vienna meeting protesting about the use of tear gas by police, and questioning their Government's commitment to the Vienna accord.

In contrast, the Polish and Hungarian ministers' speeches were strongly in favour of reform and openness, with Mr Tadeusz Gajkowski, the Polish Foreign Minister, describing "closed societies" as an anachronism.

More than 5,000 people - many chanting "Gorbachev" - demonstrated in central Prague yesterday but for the first time in four days of protests police did not intervene, Reuters reports.

In a direct reversal of violent tactics against demonstrators in the city's Wenceslas Square, witnesses said police made no move to disperse the crowd after Czechoslovakia came under heavy criticism at the conference in Vienna.

## East-West war of words over the Berlin Wall

By Robert Mauthner

THE BERLIN WALL yesterday continued to divide East and West at the Conference on Security and Cooperation in Europe, here, though Western delegates denied that they were waging a concerted campaign to give it priority over other human rights issues.

Mr Eduard Shevardnadze, the Soviet Foreign Minister, yesterday tried to play down the significance of criticism of the Wall voiced by Mr George Shultz, the US Secretary of State, and Sir Geoffrey Howe, the British Foreign Secretary, in their statements to the conference on Tuesday.

"Each state has the right to build its frontier as it wishes

and we must proceed from there," Mr Shevardnadze said in reply to journalists' questions.

However, Sir Geoffrey, who had described the Wall as a Cold War anachronism in his speech, came back to the attack in a news conference here last night.

"I think the nature of the anachronism speaks for itself. I can't believe that Mr Shevardnadze or anybody else would wish to see the Berlin Wall continue as a monument to what together we are trying to achieve in Europe. It cannot survive. I cannot tell you when it will come down, but down it will come."



## EUROPEAN NEWS

## Red Vienna's child celebrates a troubled centenary

Austria's Chancellor Vranitzky faces hurdles that evoke memories of the 1930s, writes Judy Dempsey

**W**HAT SHOULD have been months of festivity and gaiety to celebrate the 100th anniversary this year of the founding of the Austrian Socialist Party (SPOe), has turned into a nightmare for Mr Franz Vranitzky, the Chancellor and chairman of the party.

The nightmare, which is made up of many unpleasant dreams, is still not over. And Mr Vranitzky knows that it will run for many more months to come.

It seems curious that the SPOe, senior partner in the ruling coalition Government, should be less than enthusiastic about its 100th birthday.

After all, Austro-marxism, when it was founded in 1883 by Victor Adler, could boast not only a vibrant and intellectually energetic party, especially during the 1920s. It was also a party which translated some of its ideals into practice.

"Red Vienna" as it was known, gave the indigenous working class new homes, recreational centres and a better standard of living. It was that party which also tried to build some democratic institutions in a country which both before and after 1918 had few such traditions.

But it was precisely because the party worked against a background of weak democratic traditions and in a country which had been traumatised by the collapse of the Habsburg Empire in 1918.

The irony is that today Mr Vranitzky is now confronted with problems reminiscent of those in the 1920s. Although he does not face the economic crisis which facilitated the civil war, he is saddled with a party which, then and now, is asking itself which direction it should

be heading. Like other socialist parties in Western Europe, Austrian Socialists are torn between maintaining a strong and paternalist state and modernising the party which will give greater scope to private enterprise at the expense of weakening the role of the State.

This is a debate which Mr Vranitzky, a former banker, is now faced with. On the one hand, the left-wing of the party, whose thinking is becoming increasingly old-fashioned if not dogmatic, prefer the role of the state to the independence of initiative and strong democratic institutions which would foster public accountability, a notoriously weak concept in Austria.

Even on such things as the privatisation law, passed in 1987 which allowed the state to sell off the maximum 49 per cent of its holdings, Mr Vranitzky has had to fight hard to get this compromise through.

But that is not all. He has had to try and reform the internal organisation of the party, which, to put it mildly, was riddled with corruption during the Kreisky years of 1970 to 1983. Socialists say that the Kreisky years are coming home to roost. For instance, over the past six weeks, Mr Vranitzky has had to force the resignation of two general secretaries of the SPOe. Both Mr Heinrich Keller and Mr Gunther Schallberger, veterans of the Kreisky years and subject of allegations that they had fiddled expenses or abused their tax-free privileges which Mr Vranitzky established during his term as Chancellor.

He also runs the risk of losing Mr Karl Blecha, his Interior Minister, who is alleged to have been involved in a scan-

dal involving the sinking of a ship and Mr Leopold Gratz, the former party boss in Vienna and now leader of the Parliament.

As if that was not bad enough for Mr Vranitzky, who has to keep the left-wing in the party in check, he has had to contend with the Conservative People's Party (OeVP), the junior partner in the coalition. The OeVP, led by Mr Alois Mock, Vice-Chancellor, Foreign Minister and chairman of the party, has proved a difficult partner for Mr Vranitzky, who, despite his tax-free privileges, has fiddled expenses or abused their tax-free privileges which Mr Vranitzky established during his term as Chancellor.

Both liberal OeVP and SPOe believe the top leadership in the OeVP has put serious strains on the coalition. In addition, whether Austria's

when three important provincial elections will take place. The man Austrians are watching is Mr Jorg Haider, the 33-year-old leader of the right-wing Freedom Party. This is a party of liberals and of nationalists. Mr Haider has gone one stage further by championing the "small man" against the power and bureaucracy of the State.

At his rallies, Mr Haider pours invective on corruption and privilege among politicians, against the grand coalition and against patronage. In a country where there are few politicians of independent means and where politicians are held in low esteem, Mr Haider will probably tap a lot of votes from the younger generation of disenchanted and disillusioned voters.

It is easy to see why. Young people are tired of the *partebuch*, the compulsory party membership card, without which promotion to a decent job is impossible.

They are tired of the *proporz* system, whereby the managing boards of schools, factories, banks, insurance companies, trade unions, universities are equally divided between the "reds" (socialists) and the "blacks" (conservatives). These are things the Chancellor has been trying to change over the past two years. But his time is precious and his support within his own party simply not strong or loyal enough for him to push through these changes.

And with a difficult junior partner to deal with and a beleaguered President who has caused a great deal of harm for Austria, Mr Vranitzky enters 1989 faintly hoping that the nightmare will soon end.

All eyes are on March 12,



Alois Mock (left), vice-chancellor, has proved to be a difficult partner for Franz Vranitzky

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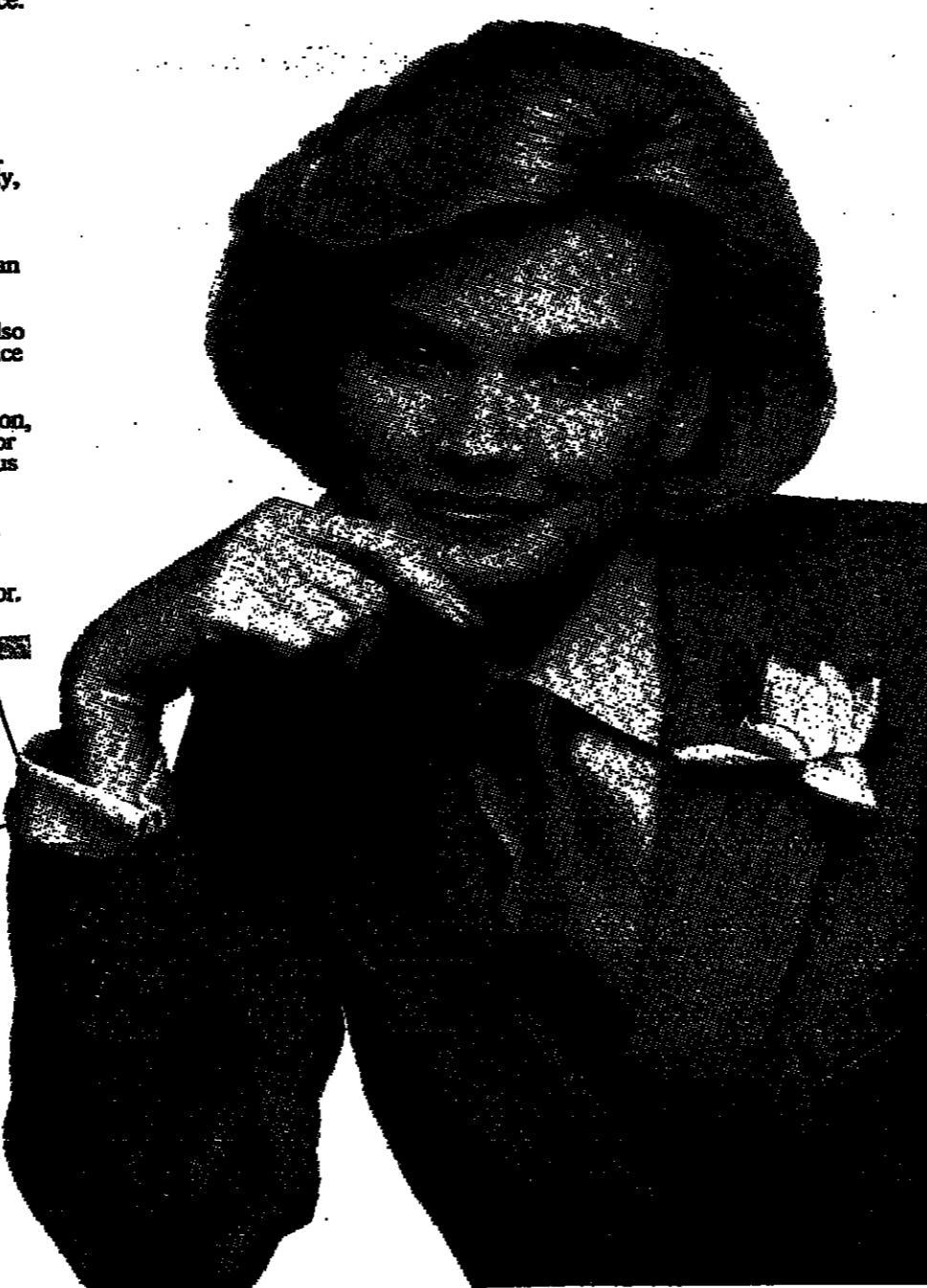
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## UK ECONOMIC INDICATORS

ECONOMIC ACTIVITY: Indices of industrial production, manufacturing output (1985 = 100); engineering orders (£ billion); retail sales volume (1985 = 100); retail sales value (£ billion); registered unemployment (excluding school leavers) and unfilled vacancies (000s). All seasonally adjusted.

	Ind. prod.	Mfg. output	Emp. order	Retail vol.	Retail value	Unem. employed	Value
1987							
4th qtr.	108.5	107.7	26.1	130.3	210.8	2,050	202.1
1988							
1st qtr.	109.1	110.5	26.3	126.5	177.3	2,068	200.8
2nd qtr.	110.0	112.7	31.2	127.0	181.2	2,054	203.2
3rd qtr.	111.0	116.0	31.4	128.2	180.0	2,028	204.3
March	108.5	111.1	31.7	128.4	175.1	2,049	204.4
April	108.4	111.3	31.5	128.2	175.2	2,049	203.3
May	110.0	114.0	31.5	127.7	180.5	2,034	202.1
June	110.4	115.1	31.2	127.0	182.3	2,024	202.1
July	110.8	115.4	31.1	127.4	181.4	2,027	201.7
August	111.1	116.3	31.6	128.0	182.7	2,022	201.3
September	111.4	116.5	31.4	127.4	181.7	2,019	201.3
October	111.1	116.3	31.7	124.7	188.7	2,012	201.2
November							
December				149.2			

OUTPUT: By market sector: consumer goods, investment goods, intermediate goods (machinery and engineering output, metal manufacture, textiles, leather and clothing (1985 = 100); housing starts (000s, monthly average).

	Consumer goods	Invest. goods	Inter. goods	Emp. output	Metal mfg.	Textile ex.	Housing starts
1987							
3rd qtr.	108.0	104.8	107.8	105.4	118.7	104.7	103.0
4th qtr.	108.2	107.4	109.5	107.7	110.2	103.2	103.0
1988							
1st qtr.	109.3	108.7	108.4	107.9	110.8	104.2	102.8
2nd qtr.	111.8	110.1	110.4	110.2	111.4	107.4	102.3
3rd qtr.	114.1	114.4	110.5	112.5	113.2	108.0	104.4
February	108.3	104.9	108.2	108.0	108.0	102.0	102.4
March	108.5	105.0	108.4	108.0	108.0	102.0	102.5
April	110.5	107.5	109.4	110.0	110.0	102.0	102.5
May	112.5	110.7	109.7	110.2	110.2	102.0	102.5
June	111.7	112.6	109.2	112.0	110.0	101.0	102.5
July	114.1	112.3	108.2	112.0	111.0	101.0	102.5
August	112.8	111.4	108.4	112.0	111.0	101.0	102.5
September	112.5	111.6	108.6	112.0	111.0	101.0	102.5
October	114.6	115.3	108.1	114.0	112.0	100.0	102.5
November							
December				115.2			101.0

EXTERNAL TRADE: Indices of export and import volume (1985 = 100); visible balance, current balance (000s); oil balance (000s); terms of trade (1985 = 100); official reserves.

	Export volume	Import volume	Visible balance	Current balance	Oil balance	Terms of trade	Reserves US\$000s
1987	</td						

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1986  
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36,905  
SALES

1987  
+33%  
49,011  
SALES

1988  
+45%  
71,341  
SALES



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# CITROËN

## OVERSEAS NEWS

## Japan registers record \$9.6bn trade surplus

By Patti Waldmeir and Ian Rodger in Tokyo

JAPANESE government officials tried gamely yesterday to claim that the country's bloated trade surpluses were still declining despite the publication of a record \$9.6bn (£5.4bn) surplus in dollar terms for December.

"We believe we are on the right track," a foreign ministry official said following the publication of the figures. However, Western governments are increasingly concerned about the trend of Japan's recent trade figures, while the official could only hope "no other country will resort to protectionism".

Private sector economists are also sceptical that the trend was in the right direction. "These figures will do nothing to help the adjustment process," said Mr Ken Courtis of DB Capital Markets.

Exports rose 11.6 per cent in December to \$26.1bn on a customs cleared basis and imports rose 11.3 per cent to \$16.4bn.

Exports of electric machinery were up 16.5 per cent to \$5.6bn while exports of transport machinery gained 14 per cent to \$6.2bn. Japan had a \$6bn trade surplus with the US, a \$2.2bn surplus with the European Community and a \$1.6bn surplus with south-east Asian nations.

On a seasonally adjusted basis, the surplus dropped from \$7.6bn in November to \$7.1bn in December.

For the full year, the trade surplus fell 3 per cent to \$7.4bn on a customs cleared basis. But in the latter half of the year, export growth gathered momentum while import growth eased. Analysts expect the trend to continue for the first few months of 1989.

The government has in effect admitted that the adjustment process has slowed substantially, having agreed last week

on a forecast trade surplus of \$85bn for the fiscal year ending in March 1989 on a balance of payments basis compared with a revised estimate of \$83bn for the current fiscal year.

Officials have acknowledged that the large surplus was a matter for concern but they have been arguing this week that the recent rising trend was a temporary phenomenon. They said low crude oil prices have depressed import growth while the high level of economic activity around the world has encouraged exports.

They predicted world trade growth would slow some time next year, affecting Japanese exports, while imports would continue to grow strongly.

Some officials have even insisted that Japan has fulfilled its obligations to the international community, stabilising domestic demand and helping to bring about a 25.4

per cent growth in imports last year to \$167.5bn. They say the US needs to take more action to reduce its federal deficit and foreign businessmen should try harder in Japan's hospitable

environment by the end of the year, but things will get worse before they get better," said Mr David Pike of UBS Phillips and Drew in Tokyo.

Japan's trade with South Africa declined slightly in dollar terms last year compared with 1987, falling to second place behind West Germany, a Foreign Ministry official said yesterday, AP reports.

According to trade statistics released by the Finance Ministry, two-way trade between Japan and South Africa totalled \$3.95bn, down 3.5 per cent from 1987.

Private sector economists agree to some extent. "The problem is not that domestic demand has failed to respond. Import growth of 25 per cent is hard to criticise. It is on the export side that the figures are preventing correction," said Mr Richard Jerram of Kleinwort Benson.

A Foreign Ministry official said the Japanese exporters which adjusted successfully to the rise in the yen in the past two years had "maybe worked too hard."

Private sector economists agree that world economic growth will probably slow later this year, but are sceptical about its impact. "We may be

## Iraq has developed biological weapons, says Israeli official

ISRAEL claims it has information that Iraq has developed biological weapons but does not yet have a means to use them on the battlefield, an Israeli official said yesterday, Reuter reports from Tel Aviv.

tried to buy biological warfare know-how.

Yesterday Iraq denied allegations that it was producing biological weapons, saying it did not need them to defend itself.

The Iraqi news agency, quoting the Ministry of Information, said reports that Israel had warned Baghdad of its intention to attack a factory producing the weapons were also untrue.

Two US television networks said on Tuesday that Iraq had developed biological weapons and that Israel had warned it to desist or face an attack like that by Israeli jets in June 1981 which destroyed Iraq's Osirak atomic reactor. Israel said the reactor was built to develop nuclear weapons.

The official said Israel also knew of Syrian research in the field, which was less advanced than Iraq's, while Libya had

also untrue.

A former deputy head of Israel's Military Intelligence, Brigadier General Aharon Lerner, said he had little doubt the reports were true but added that he thought such weapons were primarily aimed at serving as a "last ditch resort" in case of a massive Iranian attack.

## Chinese economy grows 11.2%

By Collins MacDougall

CHINA'S economy grew rapidly last year, with GNP up 11.2 per cent from 1987 to Yuan 1360bn (£205bn), according to Yuan Mu, spokesman for China's ruling State Council. He has admitted, however, there were problems of overheating and conspicuous inflation in the Chinese economy, with industrial growth "excessively fast" at 17.5 per cent.

Improvements have been made, he claimed, since the party's Central Committee meeting last September to announce a clampdown, which included a drop in the "drastic" rate of price increases, a rise in savings to Yuan 379.8bn (up nearly a fifth over 1987), while over 10,000 construction projects had been halted.

Panic buying had been calmed, he said, and supplies of rationed goods such as grain ensured. Plans for 1989 included a GNP increase of only 7.5 per cent, industrial growth of 8 per cent, and agricultural growth of 4 per cent.

## Malaysian PM goes into hospital

By Wong Sulong in Kuala Lumpur

DR Mahathir Mohamad, the Malaysian Prime Minister, was admitted to hospital early yesterday after complaining about "chest pains."

A team of cardiologists is attending to the 63-year-old Malaysian leader, who was said to be "stable and satisfactory."

All appointments for him for the next few days have been cancelled, including a meeting with Mr Chatichai Choonhaven, the visiting Thai Prime Minister.

Dr Mahathir was also scheduled to open the first meeting of the newly created national economic consultative council today.

He came to power in July 1981, and in the past three years, has been engaged in a bruising and unresolved leadership battle with his opponents within the ruling United Malays National Organisation.

Yuan Mu made no reference to the failure of grain farming to reach its target by around 7m tons, a disaster which will not mean immediate starvation as officials say stocks are high, but has serious implications for the future if China cannot resume the growth it achieved in the early 1980s.

The central government, he said, would increase agricultural funds this year by Yuan 400m, and local authorities and other organisations would also increase subsidies, making a total investment of several billions.

Growing energy production has boosted China's 1988 industrial figures, although it is still inadequate. China mined 960m tons of coal last year, 30m tons more than the planned figure. Output of crude oil also exceeded the plan, reaching 137m tons, of which nearly 56m came from the leading but now ageing oilfield, Daqing. Electric power output rose over 9 per cent, which is still not enough

enough to fuel the rapid pace of industrial expansion.

Iron and steel output also rose, to 56.4m and 59.2m tons respectively, but there were severe domestic shortages last year as local organisations tried to boost foreign exchange earnings with exports.

Output of TV sets, cameras, tape recorders and the like all grew by more than 20 per cent, and in some cases as much as 86 per cent. Chemical fibres, cotton cloth, synthetic detergents and plastic products by up to 17 per cent. Light industry roared upward with an increase of 19 per cent over 1987. Growth overall was extremely uneven.

The chaotic events of this year have spurred serious reflection in Peking on how to implement reform successfully. Last summer's open leadership split over policy have been papered over, although Li Peng, the conservative Prime Minister, is on record as favouring more central control.

rial staff could hardly avoid offending some people, and this can sometimes result in "outrageous retaliation". He quoted a recent case in the north-eastern city of Shenyang where a businesswoman was murdered by staff.

Last month the Workers' Daily criticised the country's bosses for resorting to these devices and asked whether a factory could really become prosperous through using cattle-prods to fight off "lawless desperados", the China News Service, a semi-official Peking organisation, has reported.

In the last three months, the Chongqing Security Service Company has sold more than 2,000 of these and similar weapons, and some were sold out the minute they reached the shelves.

They were originally used by police, notably in Tibet on alleged dissident prisoners.

Besides their curiosity value, it is China's economic reforms and the consequent sacking of surplus workers which are mainly responsible for the spread of these new toys.

The manager of Chongqing Security Service said managers

pared to the three moderates the fundamentalists are likely to get their way in the shura. Western diplomats in Islamabad had noted "the shura will be no more representative than the alliance if all it does is entrench the fundamentalists."

During the second round of peace talks between the Soviet Union and Mujahideen leaders in Islamabad on January 7, Mr Yuli Vorontsov, the chief Soviet negotiator described the shura as a positive proposal. However he insisted the PDPA must also be included - a suggestion the resistance has rejected.

Last week Professor Sibghatullah Mujahid, head of the resistance alliance announced that because of the Soviet insistence on a role for the communists, there was no point in further talks. However other leaders have since admitted the possibility. Professor Bismillah Rabbani, another fundamentalist leader says "the Mujahideen will never close the door on negotiations."

Western diplomats in Islamabad say "there are still no signs that the Russians are ready to drop the PDPA and the continued supply of goods and ammunition seems to bear out the official line that they will go on supporting the regime."

## India agrees to consider Sri Lanka plan

By David Housego in New Delhi

INDIA said yesterday it was willing to consider a proposal by Sri Lanka's new President to negotiate a friendship treaty between the two countries. Reuters reports from Colombo.

President Ranasinghe Premadasa, who was elected last month, had proposed during the election campaign that the existing peace pact between Colombo and Delhi be replaced with an agreement on the lines of the Indo-Soviet Friendship treaty. Indian High Commissioner Yojindra Nath Dixit conveyed India's position to Premadasa on Tuesday, a High Commission statement said.

Besides these growing labour problems, managers are also having to operate in a climate where workers are far more ready to express grievances, sometimes violently. Three demonstrations took place in Chongqing last autumn, two protesting against new restrictions on taxis and motor tricycles and one against emissions from a chemical plant.

The official in charge of financial allocations to the states, Mr K. S. Venkateswaran, was largely because of additional spending on fertiliser subsidies, flood relief and security.

It remains to be seen whether Parliament will be asked to approve additional spending in further supplementary budgets to be held before the end of the financial year in April. In an effort to hold down the deficit, the Government is now encouraging public sector enterprises to raise their prices so as to reduce their call on the state budget.

The agreement signed by former president Junius Jayewardene and Indian Prime Minister Rajiv Gandhi in July 1987 has been criticised by the opposition as a sell-out to India and Sri Lanka's minority Tamil community. The pact was aimed at ending a separatist revolt by Tamils in the north and east of the island.

About 50,000 Indian troops have been deployed in the two regions to hunt down the secessionist Tamil Tigers.

The Tigers have rejected the pact and are continuing an armed campaign for an independent state for the island's 16 million Tamils, 13 per cent of the population.

Some of the 50,000 Indian troops had been withdrawn following a request from President Premadasa, the statement said. It is understood that two troop battalions totalling about 3,000 men had left for India in the past two weeks.

Despite Pakistan's efforts for a political solution the chances of compromise between the two sides seem unlikely. Both Mr Vorontsov and Mr Edward Shevardnadze, the Soviet Foreign Minister, who recently paid a surprise trip to Kabul, have made statements saying that Moscow would continue to support the regime after the withdrawal is complete.

Western diplomats in Islamabad say "there are still no signs that the Russians are ready to drop the PDPA and the continued supply of goods and ammunition seems to bear out the official line that they will go on supporting the regime."

The New Zealand Government has its second new year economic boost in two days with the news that the balance of payments deficit has been cut to the lowest level for seven years, to £10.5 billion, says David Hayward from Wellington.

Announcing the news in the annual budget, Dr Kweisi Mfume, Minister of Finance, forecast GDP growth at 5 per cent this year, with inflation running at 15 per cent, down 10 per cent from the 1988 level. The minister reaffirmed the government's target of 5 per cent inflation by 1991.

Dr Mfume said that the country's recovery remained vulnerable to fluctuations in world commodity prices. The economy remains heavily dependent on coffee, which accounts for 50 per cent of the country's export earnings. Cocco exports were worth \$4.95bn (£2.75m) in 1987, but weak prices saw earnings fall by \$100m last year, the minister said.

Officials from the World Bank, the country's leading donor, express cautious optimism about Ghana's capacity to sustain its economic recovery, but remain concerned about the high debt service ratio.

In 1988, over 70 per cent of export earnings went to debt servicing. Debt commitments will remain a burden this year despite what Dr Mfume termed a significant reprieve due to easier terms obtained from the IMF.

Slower growth forecast for Zimbabwe economy

By Tony Hawkins in Harare

ZIMBABWE'S leading banking group, Standard Chartered, today forecast continued but slower growth in the Zimbabwean economy this year.

In its Zimbabwe Economic Bulletin, the bank says growth is likely to slow from 6.5 per cent in 1988 to 4 per cent this year. It attributes the slowdown to the fact that last year's 20 per cent surge in agricultural production and major improvements in the terms of trade will not be repeated.

The bank warns that the

trend seems higher this year both for budgetary reasons and to catch up on price increases postponed 12 months ago when inflation was higher. The further increase in the budget deficit has taken place notwithstanding increasing anxiety over the Reserve Bank of India's potential inflationary consequences and the dangers of crowding out private sector fund raising in the capital markets. Mr P. K. Salve, the chairman of the Ninth Finance Commission and hence the official in charge of financial allocations to the states, went even further recently, warning of the risk of "fiscal collapse" - a euphemism for bankruptcy - if present trends of rising government indebtedness were not reversed.

Net interest payments will this year absorb 21 per cent of central government tax receipts - or twice as much as four years ago. Prime Minister Rajiv Gandhi and the Congress party are preparing to launch a new poverty alleviation programme in advance of the general elections, despite the worsening budget position. The poverty programme would provide free lunch time meals for children, and two saris for women at a cost of £500m a year. Fresh taxes on imports and a new tax on income are among proposals being discussed within the Government for financing the programme.

## Growth of Ghanaian economy exceeds 6%

By William Keeling in Accra

THE growth rate of the Ghanaian economy exceeded 6 per cent in real terms in 1988, marking the fifth successive year of expansion under a structural adjustment programme backed by the International Monetary Fund (IMF) and the World Bank.

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## Sick Philippine economy taken off the critical list

Confidence is returning, but Manila is still dependent on transfusions of cash, says Richard Gourlay

ALTHOUGH 18 months of political stability for the Philippines economy, for years the image of Asia's leading distinctly chipper.

International doctors remain huddled around the patient's bed overseeing essential transfusions of cash. But there is a renewal of the confidence that had drained away by the time President Ferdinand Marcos was driven into exile in 1986.

Few analysts believe the Philippines has yet found the right prescription to become a newly industrialised country or even another Thailand, currently the favoured destination of Asian investors.

But the Philippines has swapped terminal illness for a set of more manageable problems. These include shortages of goods ranging from cement to beer bottles and most seriously, a lack of power generating capacity that may well be felt as early as the end of this year. And while exports increased by more than 20 per cent in 1988, imports were sucked in even faster, adding to pressure on the balance of payments.

Businessmen in the Philippines appear convinced that last year's 6.7 per cent growth in GDP will bring only short term problems. A particularly active construction boom, for example, has more than doubled land prices in parts of Manila. Investors appear equally sanguine about the highest and most immediate

threat to continued growth: the country's \$22.5bn international debt.

Although debt servicing is falling as a percentage of GDP, it still drains 37 per cent of the country's foreign exchange receipts and 45 per cent of the national budget. The Senate has approved a bill calling for annual debt service capping to be capped at 20 per cent of export earnings,

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"Earnings per share at 35.2p are up by 14% compared with the previous year, after allowing for the increased effect of the tax charge this year.

"Having regard to the Company's consistent profit growth over a number of years and its substantial shareholders' funds, we consider that it would now be appropriate to allocate a higher proportion of available profits in dividends to shareholders, whilst maintaining

adequate cover. We are therefore recommending a final dividend net of tax credit of 8.0p per share making a total of 11.5p per share for the year.

"This is 31% higher than the total for last year.

"Earning assets at the year end

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This is currently our largest business, and its health relies on the way in which our central principle "be rigorous in credit vetting" is put into practice.

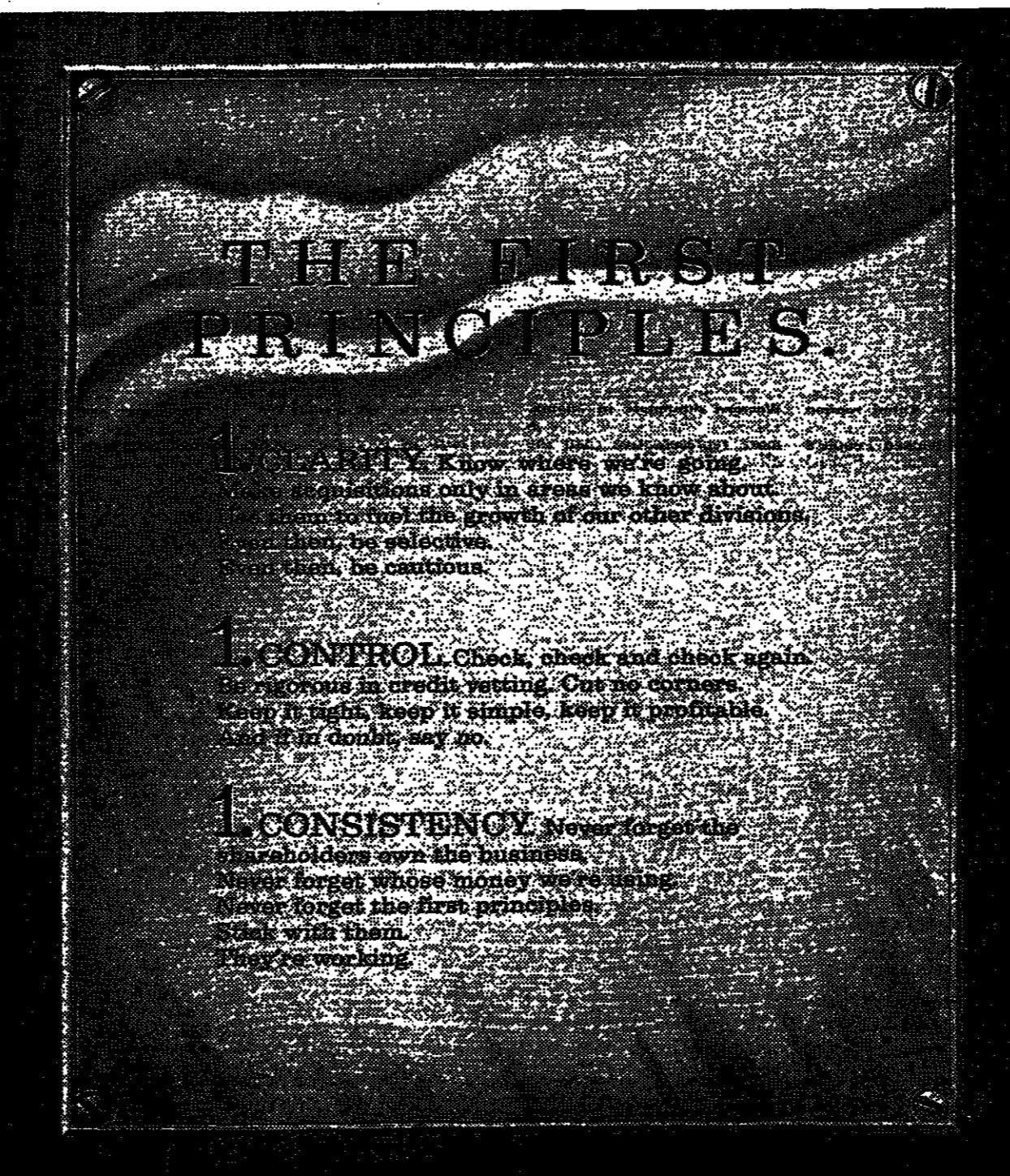
We have more than 300,000 borrowers, all of whom are home owners. In assessing the prospective customer's ability to repay the loan, we spend three times the industry average. As a result we have an enviable low bad debt record.

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It is our growing strength which has permitted us to increase the dividend, allowing our shareholders to enjoy more of the success they have helped to build.

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total over £1,300 million compared with £1,000 million at the end of last year and we expect further prudent growth in 1989".

This 29% rise is the fifth large increase in a row. In a supposedly unpredictable world, what accounts for such predictability? Is it luck, or is it judgement?



## AMERICAN NEWS

## Central America 'is US policy priority'

By Peter Riddell in Washington

CENTRAL AMERICA is the most urgent foreign policy problem facing the incoming Bush Administration, Mr James Baker, US Secretary of State designate, said yesterday.

On the second day of his confirmation hearings by the Senate Foreign Relations Committee, Mr Baker underlined the priority which the administration taking office tomorrow attaches to the economic and political problems of Central and South America.

He said: "I don't see an issue coming up quicker than Central

America. It's right on our doorstep. When we take office it's extremely important that the executive and the legislature get together to produce a unified approach. Problems are multiplying there."

Mr Baker, a former US Treasury Secretary, also advocated voluntary debt reduction programmes, including the buy-back and repurchase of borrowings along the lines pioneered by Mexico and Bolivia. He noted favourably the zero coupon bond launched by the US Treasury.

## Colombian warning over rescheduling

By Norma Cohen

COLOMBIA has indicated to its commercial creditor banks that it might be forced into a debt rescheduling if it does not receive the full \$1.7bn sought in a refinancing loan package.

The country is one of only two Latin American nations not to have rescheduled since the debt crisis began in 1982. Although under pressure to reschedule, the Government is trying hard to avoid this, arguing the need to maintain access to voluntary lending.

The structure of the new loan recognises, however, that Colombia's access to voluntary lending is illusory. A \$1bn loan signed in January 1988 took seven months to complete, and even then, so many banks refused to extend funds that the country's main lenders were forced to make up the shortfall.

Ironically, Colombia has followed the framework laid out in the 1985 Baker Plan that has been at the heart of all debt rescheduling.

It calls for debtor nations to carry out often painful economic adjustment and to continue to service debts. They would be rewarded with fresh loans and allowed eventually to return to the voluntary markets.

Although Colombia's foreign bank debt - \$5bn of a total foreign debt of \$15bn - is comparatively small, avoiding a rescheduling is seen as important to the future success of debt negotiation. The risk bankers argue is that if Colombia is pushed into a rescheduling there is no incentive for other debtors to make

painful adjustments or to try to return to voluntary lending.

The new loan package contains a carrot in the form of specific rewards for those banks which put up more than their fair share of fresh funds and a stick in the implied threat to reschedule. Colombia, for the first time, announced it would delay principal repayments due in the first quarter.

Meanwhile, banks have implicitly recognised the reluctance of smaller institutions to put up fresh funds. The loan consists of a syndicated 12½-year-term portion totalling \$1.525bn to which banks will be expected to contribute based on their existing Colombian exposure. Margins are 7 percentage point over Libor and there is a six-year grace period.

There is also an eight-year registered floating rate note totalling about \$175m to which the consultative bank group and certain other banks - new leaders or those which have contributed their full share of the syndicated loan - may contribute.

Terms are much more generous, with the margin set at 150 basis points over Libor, a five-year grace period and the possibility that the note may be sold at or near par to another bank.

However, the consultative banks have made it clear that they will not "top up" the syndicated portion, so that rescheduling becomes increasingly likely unless all banks participate.

Colombia had to stick to rigorous International Monetary Fund monitoring as part of the 1985 Jumbo terms, and managed to pull out of a difficult situation. The Concorde, signed at the beginning of last year, for a further \$1bn did not include such conditions.

The government started with the figure of \$1.85bn for the Challenger, on the grounds

He argued that such voluntary debt reductions needed to be considered carefully in the light of these countries' continuing need for capital which should not be cut off. The leadership on debt within the administration would be said, mainly with the Treasury.

Mr Baker maintained his usual unrelaxed assurance during questions which ranged from whether the State Department should have full-time psychiatric assistance to the diplomatic status of San Marino, about which he admitted

unfamiliarity.

Questioned about a possible invitation to Mr Yassir Arafat, chairman of the Palestine Liberation Organisation, to address the conference of Arab Americans in Washington this April, Mr Baker said no decision had been taken about granting a visa because no application had been made.

However, he drew a distinction between such a speech to a conference in Washington and the address to the United Nations at the end of last year, for which the House refused

Mr Arafat a visa.

A number of Republican senators expressed concern about possible violations of the 1988 Intermediate Nuclear Forces treaty by the Soviet Union. They said the Soviet Union had failed to agree to the X-raying by the US of all items limited by the treaty. Mr Baker said this was the first time he had heard of any outstanding violations. He said that the verification commission had looked at three issues of alleged violations, but all had been corrected.



Baker: untruffled

## US industry's surge in investment sucks in imports

Anthony Harris on the bad trade figures

THE MARKET forecasters were partly right, but largely for the wrong reasons. US imports did indeed rise sharply in November, equalising the previous peaks seen in June and August; and exports remained stuck in the groove they have occupied since the summer. But consumer demand for imported goods was a relatively minor factor.

The main reason for the bad trade figures, and for import growth throughout 1988, was the same as in the UK: the boom in industrial investment.

American industry bought more than 11 per cent more plant and machinery in 1988 than in the previous year, and the domestic engineering industry, after some lean years in the mid-1980s, was unable to meet demand. Imports of capital goods up to November were 20 per cent up on the same months in 1987, and accounted for a third of the whole increase in imports for the year. The investment boom is now tapering off sharply.

The consumer market is rather harder to read. Imports for the year, apart from cars, are up about 7 per cent on 1987, about in line with the rise in consumer spending. Car imports, which did much of the damage in earlier years, are only about 4 per cent up.

There is a catch, though. It seems clear much of the large inventories rise at the end of 1987 - so abnormal it led the Federal Reserve to fear an immediate inventory recession - consisted of imports. This overhang stopped import growth in its tracks in the first half of the year.

The stagnation of exports in

the second half has inspired a great deal of analytic gloom, but this may be overdone. It is stagnation at a very high level: exports up to November were 27 per cent higher than in the same months in 1987, and this kind of growth rate never looked sustainable.

The farm sector provides a wry footnote. Output was down

0.3 per cent in December, down from 0.4 per cent in November. The Federal Reserve said yesterday, in the final quarter of 1988, growth was at an annual rate of 4 per cent, down from 7 per cent. Most of the recent strength has been in cars and other consumer durables.

Growth in business equipment, a boom sector earlier in the year, slowed to 0.3 per cent in December, mainly because of weakness in computers and electronics. The slowdown is seen as reassured by financial markets, which had feared rising inflationary pressure.

Exports of foods and beverages were up 2.1 and 2.3 per cent. This suggests earnings are almost drought-proof, since prices have risen more than enough to compensate for lost volume.

Volume will probably drop much more sharply in 1989 if output does not recover, because grain stocks were run down sharply this year; but only this week a report that the drought has depressed winter wheat prospects drove prices up another notch. US trade prospects still depend heavily on the farms.

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The stagnation of exports in

Brazil misses debt payment

BRAZIL failed yesterday to make a \$500m interest payment due this week to commercial banks to meet commitments under a \$62.5bn rescheduling agreement signed last year, writes Ivo Dawny in Rio de Janeiro.

Mr Maílson da Nóbrega, Brazilian Finance Minister, said this was because of problems with the central bank computer and insisted the payment would be made within a week.

The move caused concern among foreign bankers, who are receiving confusing signals about a possible suspension of debt repayments. However, Mr da Nóbrega has said suspension would take place only if there were balance of payments problems and in collaboration with creditors.

Although the explanation was widely accepted, some bankers still considered the delay political.

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## Bogota chafes under debt burden

Prompt repayment is becoming unpopular, says Sarita Kendall

that this was equivalent to the amortisation due to the commercial banks in 1989 and 1990. However, the Colombian team finally settled for a \$1.5bn syndicated loan and \$200m in bonds.

The steering committee agreed to put off amortisation payments of about \$300m until the end of the first quarter of 1989 - or longer if the Challenger has not been finalised. Colombia may also buy back some of its debt, currently

repayments by the public sector in 1989 will top \$2bn of which just over \$1bn goes to the banks. In 1990 these figures will drop to \$1.7bn and \$650m respectively. Total debt servicing is expected to reach 45 per cent of current account income this year, and then decrease.

As one European banker put it, "Colombia can already see the light."

In the last 10 years, economic growth has only twice fallen below the population

growth rate, and never below 0.9 per cent. Last year's figure was about 4 per cent, and this year both the government and the private sector are forecasting 4.5 per cent. Inflation, which crept over 28 per cent in 1988, is the finance minister's chief headache. Although wage increases have been kept down to 25 per cent and 27 per cent in the public and private sectors, consider these inappropriate, given that the army badly needs boots, ammunition and rations. The fact that nearly half the public foreign debt is concentrated in coal, oil and electricity companies also needs evaluating, says the rescheduling lobby. However, rescheduling if it comes, is more likely to be for reasons outside the government's control than the result of domestic debate.

Foreign bankers in Bogota are very conscious of Colombia's record on debt and its positive growth. Unfortunately head offices tend to lump the country in with the rest of the region and are influenced by the existence of the drug problem, guerrilla activity and the high level of violence.

The government's critics meanwhile argue that, if there is no fresh credit to be had anyway, rescheduling would at least reduce financial pressure and allow greater public investment in special programmes.

Less than half of Colombia's \$16.5bn debt is in the hands of commercial banks. Capital

growth rate, and never below 0.9 per cent. Last year's figure was about 4 per cent, and this year both the government and the private sector are forecasting 4.5 per cent. Inflation, which crept over 28 per cent in 1988, is the finance minister's chief headache. Although wage increases have been kept down to 25 per cent and 27 per cent in the public and private sectors, consider these inappropriate, given that the army badly needs boots, ammunition and rations. The fact that nearly half the public foreign debt is concentrated in coal, oil and electricity companies also needs evaluating, says the rescheduling lobby. However, rescheduling if it comes, is more likely to be for reasons outside the government's control than the result of domestic debate.

## WORLD TRADE NEWS

## Britain places big US coal order

By Gerard McCloskey

BRITAIN'S Central Electricity Generating Board (CEGB) has ordered 500,000 tonnes of US coal to be despatched in the next financial year.

The order, from two US producers, lifts likely imports to 1.7m tonnes and makes Shell Coal International - one of the two suppliers - Britain's biggest source of coal imports. The other supplier is Hawley Fuels.

Until 1987, the CEGB took just 1m tonnes in imports annually. This current order, on top of three long-term contracts for a combined 1.2m tonnes for Colombian, Chinese and Australian coal, could conceivably lift imports beyond 2m tonnes for the first time.

The bulk of this financial year's deliveries of Chinese coal is not expected to arrive and could be deferred into 1989-90. For most of this decade, the board has issued a tender each summer, and it indicated before Christmas that it may in addition, be considering an early tender for supplies from traders offering US coal only.

Discussions on the core agricultural issue will start on February 13 and are set to last three days. All these meetings will be held in Geneva.

In Montreal, the trade minister handed Gatt's chief executive the job of resolving by April the dispute over agriculture between the European Community and the US, which threatens to halt Gatt's Uruguay Round.

The Latin American countries with wide support from other Third World members have refused to allow negotiations in the 11 other trade areas to resume work, before the blockade over agriculture has been removed.

Mr Dunkel won support for his approach last week from Brussels, where he met Mr Jacques Delors, President of the EC Commission, and Mr Frans Andriessen, the new Trade Commissioner.

On Tuesday, he won backing from Mr Clayton Yeutter, US Trade Representative, now due to take over the agriculture portfolio in the Bush administration.

Earlier this month, he had insisted that negotiations on the 11 subjects on which agreement was reached in Montreal should continue normally.

Mr Michael Samuels, Deputy US Trade Negotiator, said the US was pleased with the direction Mr Dunkel was taking.

give imported coal access to Fiddlers Ferry, Rugeley, and Ironbridge power stations, normally supplied from British Coal's central coalfields.

The CEGB has been experimenting for the last year at using a variety of routes for imports, including South Wales, for supplies to Didcot and Abergavenny, as well as including purchases such as Kfir fighter planes. Even some high-placed military figures consider these inappropriate, given that the army badly needs boots, ammunition and rations.

The government has boosted anti-poverty and special rehabilitation programmes in violence-affected regions - but defence spending has increased to include purchases such as Kfir fighter planes. Even some high-placed military figures consider these inappropriate, given that the army badly needs boots, ammunition and rations.

The market has tightened steadily over the past 18 months, and the prospect is for even higher prices as this year progresses.

The arrival of this coal will overlap the first months of the CEGB's privatised successors Powergen and National Power - and cargoes will be allocated to each in the first three months of 1989.

It is also considering upgrading the Rugeley terminal on the Thames to a 20-tonne a-year port.

The award of 260,000 tonnes to Shell comes on top of a 400,000-tonnes-three-year contract won by the company for the supply of Australian coal to the CEGB and a similar volume of coal from a variety of sources for the South of Scotland Electricity Board last year.

Mr Sharma reports from New Delhi. The government-owned Coal India company has signed a contract awarding Metchen Canada orders for capital goods and services worth

yesterday it intended to combine the Monsanto unit with Hüels' existing US electronic chemicals subsidiary.

The West German company, which is Germany's fifth biggest chemicals group, has in recent years been stepping up its presence in the US. It is also keen to move into new areas of chemicals such as silicon-based materials as a way of diversifying from its base in oil-based substances.

MEMC (Monsanto Electronic Materials Company) is the only major US-owned producer of silicon wafers, the base material used to fabricate integrated circuit "chips" used in all types of electronic equipment including computers and weapons systems. Several other US-based wafer manufacturers have passed into Japanese and European ownership over the past few years.

The sale of MEMC to Hüels has been the subject of a high-level inquiry by the Committee on Foreign Investment in the US, an interagency group formed under the terms of a

## US steel expects rise in output

By Nancy Dunne in Washington

THE US steel industry is expecting a small increase in output in 1989, after seven years of steep production declines, according to the American Iron and Steel Institute.

Based on a survey of mill intentions, the institute has issued a preliminary production forecast of 115.5m tonnes, compared to last year's 112m tonnes at the low point of the last decade.

The turnaround comes at a time when the industry is pushing for a five-year renewal of voluntary restraint agreements (VRAs) which have been keeping a lid on imports.

Metchen expects to complete the work within 66 months after work begins. The Rajmahal coal mine has seven mineable coal seams

The institute said that the planned production increases are principally the result of upgrading and increased efficiency of existing facilities.

Capital investment of \$2bn (240m to \$300m) over the past decade has increased the yield of finished steel products per tonne of raw metal to 85 per cent, compared with 74 per cent 10 years ago.

The industry returned to profitability last year, earning an estimated \$1bn in profits. The institute is forecasting profits at around \$2bn this year.

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WE SIMPLY  
FOLLOWED  
THE FIRST  
PRINCIPLES.



FIRST  
NATIONAL

## UK NEWS

## Fokker says it may bid for Short Brothers

By Michael Donne, Aerospace Correspondent

**FOKKER**, the Dutch aerospace manufacturer undergoing substantial financial reconstruction, has expressed interest in buying Short Brothers, the Belfast-based aerospace group which is being privatised. Fokker need make no firm offer yet, but must submit preliminary proposals to Kleinwort Benson, the Government's financial advisers, by February 10.

Submissions from Fokker and other interested parties will be studied thereafter and a shortlist of six is drawn up.

Shortlisted candidates will be regarded as serious contenders for Shorts and will receive detailed prospects on the company with a request for a formal offer. The date for this has not been announced, but will probably be in March or April.

The Government wants to privatise Short Brothers by the end of this year. It has also accepted the arguments of Mr Rodney Lund, Shorts' chairman, that the company must be privatised as a unit, with the purchaser guaranteeing not to break it up and sell its parts.

The names of other organisations which have expressed interest in Short Brothers have not been revealed, but they are believed to number up to 30 and include GEC in the UK and Messerschmitt-Bölkow-Blohm in West Germany.

Boeing of the US has said it is not interested, but British Aerospace has made no comment.

Short Brothers last week reported an accumulated deficit for the year to March 31, 1988, of £142.3m, including provisions for losses on long-term contracts and currency

exchanges, in what was widely regarded as a "deck clearing" exercise before privatisation.

Shorts has had close relationships with Fokker for many years. It built the wings for the Dutch company's successful F-28 twin-engined short-haul jet and is building the wings for its successor, the Fokker 100 twin-engine jet.

This is part of Short's aerospace business in which it builds parts for other companies' aircraft, including for Boeing 747 jets and other Boeing aircraft, the Tucano basic trainer for the RAF, and in commercial aircraft, building its own design, the Type 360 36-seat twin-turboprop short-haul airliner.

The company also plans to develop a 44-seat short-haul twin-engined regional jet, the FJX, which could cost as much as £500m.

Mr Lund, Shorts' chairman, has made it clear that the company regards that programme as vital to continuation of its aircraft manufacturing business, ensuring the continuity of employment of several thousand workers in Northern Ireland.

He has said that the Short Brothers board will expect any purchaser to guarantee that venture, probably with some Government launching aid.

Short Brothers has discussed collaboration on the FJX with several big European aerospace groups in recent months, including Fokker and MBB of West Germany. No agreements have been reached.

## Harland and Wolff 'losing top staff'

By Financial Times Reporter

**HARLAND** and Wolff, the state-owned Belfast shipyard which the Government intends to privatise, is suffering a serious haemorrhage of skilled staff, Mr John Parker, chairman, told MPs yesterday.

The yard, which employs 3,500 people, is in the process of reducing its white collar workforce by 25 per cent – around 400 employees – by April, Mr Parker told the House of Commons trade and industry select committee.

Mr Parker said 25 of the yard's most skilled employees had left the company in the past two months because of low morale caused by the company's lack of shipbuilding orders.

"The most expensive thing is not to have work, and loss of morale depresses current productivity," Mr Parker said.

Mr Parker said that despite the loss of skilled staff Harland anticipated that shipbuilding would be a growth industry in the 1990s which would boost

the fortunes of the yard. New orders would flow in because "70 per cent of vessels are now over 15 years old."

Mr Parker added: "Above all, we will try to be commercially motivated and will market fairly aggressively when the opportunities start presenting themselves."

Harland executives also complained that the Government was starving the yard of work by refusing to approve subsidies from the shipbuilding intervention fund until privatisation negotiations have been completed.

This has already led to the loss of a dredger contract worth £2m. The yard is also not permitted to tender for Ministry of Defence contracts.

No deadline for bids has been set by the Government, but but the only bidders are a proposed management and employee buy-out, and a bid from executives of London-based Bulk Transport Shipping.

## Piper Alpha inquiry puts offshore industry on trial

Steven Butler says Britain's worst North Sea disaster may have wider implications for oil operators

**B**RITAIN'S offshore oil industry is going on trial today. While not strictly on the agenda, this is essentially what will happen when Lord Cullen, the High Court judge, begins to take evidence in Aberdeen for the public inquiry into the Piper Alpha oil platform disaster. Bearing in mind the public interest, such a state of affairs is probably inevitable.

The disaster, in which 167 men perished in a fiery inferno on the night of July 6 last year, was the worst offshore oil accident anywhere in the world.

The hearings could last for half a year or more. Although they are expected to get off to a slow start – with Occidental Petroleum first giving an historical introduction to the Piper Alpha oil platform – they are unlikely to remain dull for long. And their outcome will determine whether Britain's oil industry is faced with an expensive, and possibly onerous, new regulatory regime to enforce offshore safety.

The disaster was a terrible affair that left deep scars, some physical and some psychological, on its survivors, and the inquiry will provide the opportunity for all those touched by it to tell their side of the story. These include survivors, participants in the emergency services, trade unions, the Department of Energy, representatives of the oil industry and, not least, Occidental Petroleum, which operated the platform.

Lord Cullen said in November, during a preliminary hearing, that the inquiry was not to be a trial, staged with the intent of finding guilt or innocence,

and the hearings would not be allowed to wander aimlessly through a litany of complaints against the offshore industry. He means to establish the cause of the disaster and recommend steps to prevent another. The Government has promised to accept his recommendations.

In a very real sense, however, the Department of Energy, the oil industry, and in particular Occidental Petroleum, are on trial.

A preview of this was provided on Monday, when Mr Roger Lyons, assistant general secretary of the Manufacturing Science and Finance Union, alleged that a government cover-up over the tragedy had taken place, and that government statistics vastly understated the dangers of working in the oil industry. He called for Lord Cullen to broaden the inquiry to a general investigation of North Sea safety.

In the oil industry, Mr Lyons is widely thought to be attempting to advance the interests of his union among workers offshore, where unions are weak. Mr George Band, director-general of the UK Offshore Operators Association, has denied some of Mr Lyons' specific charges, and the Department of Energy also disputed the accuracy of Mr Lyons' facts.

The most interesting of the testimony is almost certain to come from Occidental. It is plainly hoping that when all the evidence is brought into the open, it will be more or less exonerated on its claim that its safety record is fully up to industry standards, and that it was in compliance with all relevant government regulation.

Alternatively there have been suggestions that Occidental's safety standards were

## Dairy produce in retreat as Britons watch their diets

By Alan Pike, Social Affairs Correspondent

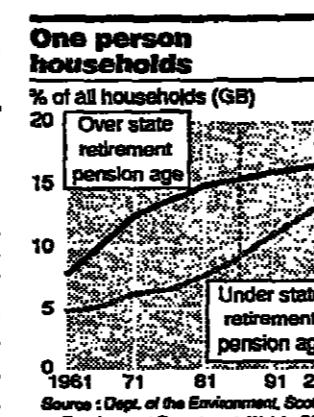
**E**GGs were in trouble before salmonella scares and Mrs Edwina Currie, the junior health minister, added to their plight by warning Britain of the potential hazards of eating them.

Their consumption fell by one-third between 1981 and 1987 as part of a widespread change in dietary habits by an increasingly health-conscious British nation.

Butter suffered an even more decisive fate – consumption slumped by almost two-thirds over the same period, reaching its lowest post-war level in 1987. And, as part of the same trend, whole milk – the commodity which previous generations just called milk – is on the retreat at the expense of lower-fat alternatives.

Social Trends, the Central Statistical Office's annual compilation of changes in the British way of life, has this year introduced a new section on diet. It contains much information to warn the heart of Mrs Currie, who took great interest in such matters when she was involved in health issues because of the consequences for other people's hearts.

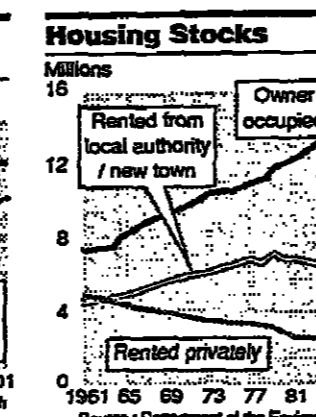
The move towards healthier eating has claimed some notable casualties, none more so than the standard white loaf. This once-glorious British institution had lost its pre-



selected goods and calculation. By this method of calculation anyone still wanting to buy a standard white sliced loaf would have needed to work only six minutes to fulfil the ambition in 1987, compared with nine minutes in 1971.

Between 1986 and 1987 the length of working time needed to buy most of the commodities in the Social Trends list either fell or remained the same – indicating that earnings were rising faster than prices. The one exception, to which Social Trends has the bad grace to draw attention by name, is the egg. While 14 minutes toil would have bought a dozen of them in 1986, it would have required 15 minutes in 1987.

Social Trends plots changes in how long it is necessary to work to earn enough to pay for



selected goods and calculation. By this method of calculation anyone still wanting to buy a standard white sliced loaf would have needed to work only six minutes to fulfil the ambition in 1987, compared with nine minutes in 1971.

The December figure was buoyed by the receipt of £1.1bn from the sale of British Steel. Excluding the effects of privatisation, the cumulative surplus was £2.1bn compared with deficit of £4.6bn for the same period of 1987-88 year.

In his Autumn Statement of Government spending plans in November, Mr Nigel Lawson, the Chancellor of the Exchequer, raised his forecast for the FSB surplus from £3bn to 10bn.

The main reasons for the bigger surplus were a combination of higher than expected growth, which has buoyed the Treasury's coffers, and concomitant lower than forecast social security expenditures.

According to financial analysts, however, the surplus this financial year will exceed the

## Strong growth sets Treasury on target for debt repayment

By Simon Holberton, Economics Staff

**T**HE TREASURY is set to make a repayment of Government debt in the 1988-89 financial year possibly in excess of £13bn, official figures released yesterday indicate.

The figures show that the Treasury achieved a public sector borrowing requirement surplus of £2.1bn in December. This takes the cumulative surplus for the first nine months of the financial year to £2.1bn.

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According to financial analysts, however, the surplus this financial year will exceed the

Treasury's published expectations. Company tax is paid this month and, with strong economic growth over the past 18 months, analysts say revenues should be strong.

The Treasury said it had not changed its PSBR forecast. It agreed that tax receipts are high in January, but said that expenditure also tended to be buoyant in March, the last month of the financial year.

The strength of Treasury revenues is underlined by comparing actual revenues with those forecast in last year's budget.

The Treasury forecast 7 per cent growth in customs and excise receipts (mainly value added tax); in the first nine months of the year those receipts were up 11 per cent.

Inland Revenue receipts were forecast to rise by 6 per cent; inland receipts, excluding oil revenues, were up 8 per cent in the first nine months of the year.

Treasury is expenditure is also ahead, although comparisons are more difficult. Public expenditure was forecast to rise by 5% per cent this year while supply expenditure is up 4% per cent.

It calls for a re-examination of tax and oil exploration licence policies that put independent groups at a disadvantage, and suggests the introduction of tax relief on oil companies' community development expenditures.

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**In brief**  
**Protests as Sri Lankan fugitive is detained**

**A**NGRY scenes greeted Mr Douglas Hurd, the Home Secretary, in the House of Commons as he defended yesterday's detention of Mr Viral Mendis, the Sri Lankan student, pending his deportation tomorrow.

Mr Mendis, who entered Britain in 1973, was served with a deportation order in 1988. He claims that he faces persecution and possible death if he is forced to return to Sri Lanka, but has not succeeded in gaining refugee status.

He was detained in a Manchester church, where he had taken sanctuary for two years, in a combined operation by immigration officers and police.

### Independents praised

**B**ritain's dwindling band of independent oil companies has been praised by the House of Commons Energy Committee, for its "exceptional enterprise" in developing North Sea and onshore oil and gas resources. The Committee's latest report expresses concern about the size of North Sea concessions licensed to large oil companies which have remained undrilled in the past decade.

It calls for a re-examination of tax and oil exploration licence policies that put independent groups at a disadvantage, and suggests the introduction of tax relief on oil companies' community development expenditures.

### Welsh plant saved

**A**ll 900 jobs at Rover Group's car body mouldings plant at Llanelli, South Wales, are expected to be saved if negotiations succeed for its purchase by Camford Engineering, based at Stevenage, north of London.

Camford wants to buy as a going concern Llanelli Pressings, which is scheduled by Rover to be closed by the end of 1990. The company is negotiating with the Welsh Office for financial help with what it promises would be substantial investment in the plant.

### BT minicomputer

**B**ritish Telecom has launched a range of office minicomputer systems of its own design and manufacture called the M6000 series.

The six models are assembled at BT's plant at Fulcrum, Birmingham, and represent the latest phase in the group's efforts to raise awareness of its skills in joining telecommunications and data processing.

### Brel buyout

**B**ritish Rail Engineering responsible for building and maintaining the trains for Britain's state-owned railways, is to be sold to a management and employee buy-out consortium backed by Trafalgar House and Asda Stores.

The buy-out offer, which is to be closed by the end of 1990, is believed to have value of £120m. The company will mount an offer for the company next week.

In a final attempt to gain control of Vernon's football pool, one of Britain's largest sporting lotteries, which is Thomson T-Line's principal subsidiary, Ladbroke increased its offer from 80p to 90p a share.

Mr Cyril Stein, Ladbroke's chairman and managing director, said that this was the "full valuation" he could place on Thomson T-Line and that it was his final offer. Wembley has been seen as the most likely counter bidder since last month, when a Thomson T-Line director said that the company was in "regular contact" with another group.

The new Ladbroke offer took some of the heat off Thomson T-Line shares yesterday but it still closed above the revised bid, easing up to 82p. Lex, Page 16

### Libyan bank claim

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In brief  
Protests  
Sri Lanka  
sugitive  
is detained

Independent

## Product development

## Propelling concepts into a market

Christopher Parkes concludes his series on Unilever with a look at the Anglo-Dutch group's strategy to broaden its base internationally in the field of personal care

The chairman recited at his first whiff of Elizabeth Taylor's Passion, a somewhat florid, not to say overstated perfume.

"Yes Mike," said the voice at his shoulder. "We're talking about people with lots of money and no taste. Welcome to the USA."

Robert Phillips, president of Chesebrough-Pond's, had already paid the superstar a \$1m initial participation fee, and was later to spend \$250,000 on a single set for an advertising still shot.

But he needed to make no apology to Mike Angus, Unilever chairman. Research had shown him that Elizabeth Taylor was one of the most widely revered women in America, seen by the well-heeled in particular as a survivor, and flawless to boot. Heady, aggressive scents were known to be popular in the New York target market.

Angus was not present to see the 8,000 people who clamoured outside Macy's department store in New York for a glimpse of Ms Taylor at the launch in late 1987, but he was quick to appreciate the \$30m in sales at manufacturers' prices recorded in the first year. It is now an international best seller.

Coming next: Passion for Men and a new female perfume bearing the name of a renowned husband and wife. Quite a shift for a soap and soap group formerly best known in the international perfume trade for its macho brand of Denim aftershave.

Passion fulfilled for Chesebrough the fundamental requirements that all its people in the personal products business.

The company had found a successful concept, loaded it into a powerful vehicle, and propelled it confidently into the market place.

"We are not asset intensive. We are ideas intensive. Personal products is all about concepts using products as vehicles," says Mike Perry, main board director responsible for global personal product operations. "It is a high margin, high yield business when we get it right."

With the world market for personal care products growing at 10 per cent a year, there is every incentive, and with Perry confident of 12 per cent annual profit growth, there are indications enough that Unilever is getting it right.

But there is still a long way to go. In the US the group's personal products business is skewed heavily towards skin care with the Vaseline



Mike Angus: Quick to appreciate Passion's sales

and Pond's brands which came with the acquisition of Chesebrough-Pond's a year ago. In Europe, it hits away from skin care and is weighed towards toothpaste, hair and deodorants.

Its traditional opponents in world markets, notably Procter & Gamble which picked up the Oil of Ulay business with the Richardson-Vicks acquisition, and France's L'Oréal are increasingly combative. Apart from the emergent threat from Japanese companies like Kao, which recently took the number two position in the US hand lotion market with the purchase of Jergens, and has since forged a link with Estesdorf, best known for Nivea, in West Germany, a multitude of smaller specialist companies has emerged in recent years.

In the likes US personal products market, for example, where Phillips claims Procter has 11 per cent, Britain about 9 per cent, and Unilever 7 per cent ahead of Bristol Myers, it was formerly the norm for the leader in a single sector to have a 15 per cent share. This has now been eroded to as little as 10 per cent, Phillips says. It is relatively easy for new entrants to break into niches in a business with low capital costs.

In these conditions it is all the more commendable that Chesebrough has 25 per cent of the US hand and body lotion trade, despite the presence in the market of more than 200 "knock-offs" or close imitations of its best selling Vaseline Intensive Care product.

It is difficult to over-estimate the impact the arrival of Chesebrough

has had on Unilever's personal products interests. Setting aside the 50 per cent increase in sheer size – including a 20 per cent boost to the turnover of Elida Gibbs in the UK – confidence has blossomed.

Nowhere more so than in the US. Contrary to the usual business practice of an acquiring company's sacking the old management, Chesebrough's leadership core has been kept virtually intact, and only half a dozen people from the former Lever personal products business – now part of Chesebrough – remain.

Phillips declares himself liberated by the change of ownership and disposal of unwanted assets. He now presides over a much smaller Chesebrough company with only 500 sales staff, 5,000 employees compared with 85m in sales and 20,000 staff.

For two years before the takeover, the 2,000 headquarters staff, now down to 300, were mostly occupied with re-organising the Stauffer Chemicals acquisition, which Unilever promptly sold to ICI.

Chesebrough-Pond's is now a consumer-driven concern and means it, Phillips says. "Most public companies' plans in the US pivot around earnings per share figures for the next eight quarters."

Long-range thinking now is devoted solely to the market. "We have plans and we will stick to them despite the ripples."

"We are going to pour hot oil on the competition in skin care and storm the dermatite bastion at the same time," he adds, long on threats and short on detail.

After years of foot-shuffling and tinkering, the group now stands ready frankly to admit its failings in the US. "We are not in hair, and we are not in deodorants. But these are core categories for which we have new initiatives."

"We will beg, borrow and steal every bit of Unilever expertise from round the world to get in there," Phillips pledges.

Mike Perry duly recognises past problems and appreciates the change in attitude, but he stresses his central demand. "Almost all our failures have been the result of Americanising international concepts," he says.

"Things have been modified unsuccessfully. We don't ask them to mimic the UK or German way of handling a product, and we don't want them to ape fashions in the domestic US market."

"We ask: are you sure you understand the concept?"

He argues that this conceptual approach has made the Timoteo

shampoo brand – now being joined by a train of skin cleansers, lotions and other line extensions – an extraordinary hit worldwide. Ignoring the basic rules and trying to Americanise the concept made it a flop in the US test market.

The image is one of innocence, youth, protectiveness and purity," he states. Partly as a function of the times, these intangibles have been designated as universally desirable. Only the means of expressing them, either in formula or presentation, vary from country to country.

Accordingly, Timoteo will be rechristened with confidence in the US this year, along with a slimmer 20 under the Rave brand, which has already proved the success of the conceptual approach in its home market.

Rave, formerly a lowly name in the perfume kit and hair spray market, was relaunched recently in packaging which conveyed the authority of a professional salon product, a strategy used to great effect in Europe by Weil's of West Germany. In one year the spray moved from twelfth to second place in a \$700m market sector.

In a similar fashion to food, Unilever's personal products companies have traditionally operated with considerable autonomy, sticking close to their local markets, where local tastes were deemed the dominant marketing factor, much as in the food industry.

However, internationalisation of concepts, and to some extent, brands, has demanded closer co-operation. At one stage recently, according to Tim Shepherd-Smith, marketing director, there were 84 new product proposals on his desk.

Now notions are funnelled through an innovation process manager who filters and allocates the promising ones for development into concepts. After further scrutiny in a project group involving every discipline from accountants to packaging experts, the final selection is passed on for development and marketing.

Unilever's experience has shown that once a brand is launched into international markets, the greatest benefits may accrue not from production economies of scale or similar criteria, but from the steady refinement which comes as the property is passed on from country to country.

Elida Gibbs in Britain is even now in the process of preparing for a relaunch of L'Oréal shampoo, one of its earliest contributions to the international brand league, in a presentation which includes the best of the improvements from overseas.

But the older brands will have a crucial role to play. There is no sense and less economy in a company which spends 25 to 30 per cent



Elizabeth Taylor: 8,000 clamoured for a glimpse of the star at the launch of her Passion perfume

of turnover on marketing allowing of small companies operating in small markets.

Part of the difficulty of supplying new ideas to the group stemmed from the size of the UK operation which generated a vast number of ideas. At one stage recently, according to Tim Shepherd-Smith, marketing director, there were 84 new product proposals on his desk.

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to pay \$25 for a bar of soap and much more for a home facial, and is sold in only the swankiest outlets. "Even Bloomingdale's is considered too down-market," he says.

However, as current negotiations to buy Fabergé and its Elizabeth Arden business suggest, the group's new-found aggression and considerable resources are being put to good use. A new Chesebrough subsidiary, Parfums International, has been set up and almost immediately bought the Noir perfume brand from Innova. Earlier this month it took over a US fragrance house, Evian Perfumes, to add bulk.

Acquisition is probably the best way to attain critical mass in the relatively new skin and scent sectors, but Perry remains a staunch advocate of organic growth.

However assiduously Unilever's head office follows its newly declared policy of a looser rein on its operating companies, it has occasionally to crack the whip. After the success of the Chesebrough purchase there is a tendency among some managers to ask for more.

"They say we have a weakness in such and such an area and we need an acquisition," Perry says.

"I boot them straight into touch." Even the flightiest conceptualists need occasionally to be brought down to earth.

Previous article in this series were published on January 13, 16, 17 and 18

Canadian National Railway Company has sold to Canadian Pacific Limited and its affiliated companies in the Canadian Communications Systems. Canadian National Railway Company and Canadian Pacific Limited are financial advisor for this transaction.

CDN \$2.25 billion

Lancaster Financial Inc. was retained jointly by Canadian National Railway Company and Canadian Pacific Limited as financial advisor for this transaction.

LANCASTER

Toronto December 1988

PRICE WATERHOUSE and the FINANCIAL TIMES CONFERENCE ORGANISATION present:

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## TECHNOLOGY

# Now it's fluid, now it's solid

Clive Cookson looks at the engineering potential of a substance that can rapidly change state

**L**iquids which solidify almost instantly when an electric field is applied have been known as scientific curiosities for 50 years.

Now these "electro-rheological fluids" are attracting increasing commercial interest from companies which believe that they could be the basis of a new multi-billion pound industry.

ER fluids, as they are generally known, are seen as a link between electronics and mechanical engineering. They allow direct electrical control of devices such as valves, suspensions or clutches instead of having to transmit the force through mechanical linkages or conventional hydraulic pipes. The advantages are much faster responses, reductions in space and weight, and greater reliability.

According to a report by Technology Catalysts, a consultancy based in Falls Church, Virginia, the world market for ER fluids and devices will begin to take off in 1991 and will reach \$1.5bn in 1995 and \$12bn in the year 2000.

Technical Insights of Fort Lee, New Jersey, predicts an even faster take-up of ER technology. Its report says that half of all hydraulic devices will eventually be based on ER fluids. The automotive industry is likely to be the largest user of ER fluids, for use in suspension and transmission systems. They could, for example, be ideal in an "active suspension system" which automatically adjusts a car's ride to compensate for varying road conditions.

Others, however, take a more sceptical view and point out that no ER product is yet on the market anywhere in the world, even though several corporate and university research teams have been working intensively on ER fluids since the 1970s. "I've seen an awful lot of hype come out about ER fluids," says Ted Duckles, who manages the ER programme at

Lord Corporation, a US engineering components and chemicals manufacturer.

The world's first commercial ER device is due to be launched later this year by ER Fluid Developments, a small British company. It is a type of industrial clutch designed to control the tension of material, such as wire or paper, being wound round a reel or spool.

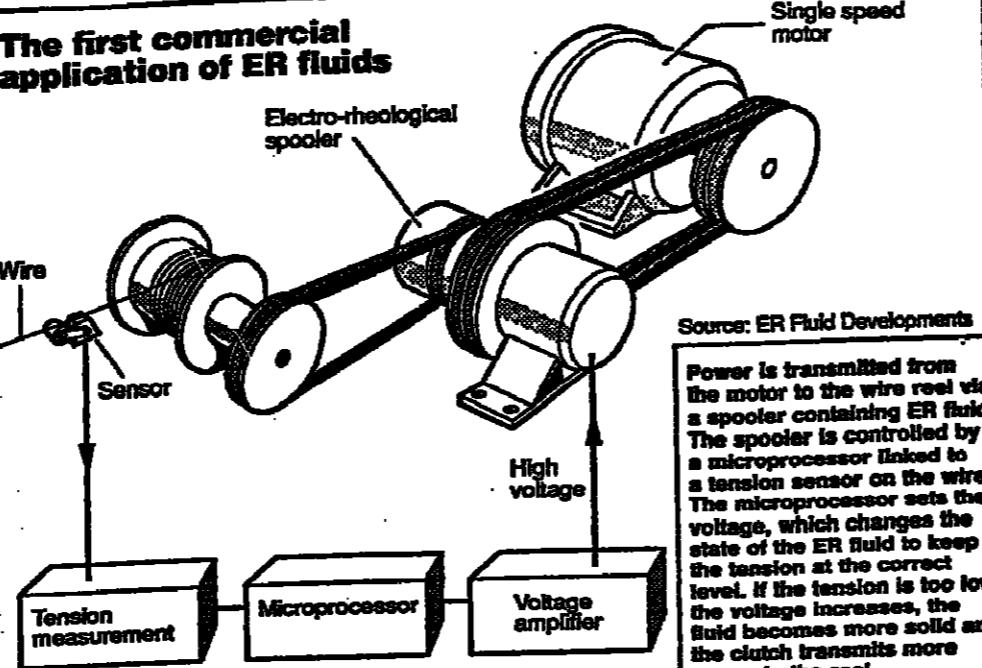
The first one will be installed for testing at an Alloy Wire Company factory in the West Midlands next month and two are being delivered to similar plants in the US and West Germany.

ER fluids are a milky suspension of finely divided solid particles in an oily (hydrodynamic) liquid. The particles, which must be electrically polarisable, are usually 5 to 25 microns (millionths of a metre) in diameter. The liquid needs to be about the same density as the solid to prevent the particles separating out. ER Fluid Developments uses particles of a polymer called lithium polymethylacrylate (which is a derivative of Perspex) in fluorocellulose.

When the fluid is exposed to a strong electric field - typically a few thousand volts across a gap of a few millimetres - it immediately thickens into a gel or solid. The strength of this "solid" and its effective viscosity depend on the composition of the fluid and on the electric field applied.

Scientists do not agree on the best fundamental explanation of the ER effect. But under a microscope the particles can be seen to form long chains or fibres when the fluid is activated by an electric field. It is licensing the "forward line" of industrial manufacturers to use different elements in the up-to-date portfolio. It is building up on ER fluids and devices.

Therefore, a space filled with activated ER fluid can be used to connect two moving parts without slipping, giving an electrical clutch which can be engaged and disengaged within a thousandth of a second by



Source: ER Fluid Developments

switching the field on and off. The flow of ER fluid along a pipe can be stopped by applying an electric field at one point - creating a simple hydraulic valve.

Although US scientists had done some experimental work on ER devices in the 1940s, the serious development of ER technology started in the UK during the late 1960s.

The mechanical engineering department at Sheffield University, which led the way, is still a centre of ER research in the UK. Bill Bullough, at about the same time the Ministry of Defence began to fund development of ER fluids at several UK companies.

When the ministry pulled out of ER research in the early 1980s, it assigned its portfolio of patents to the government-backed British Technology Group. BTG has also picked up ER patents from more recent research supported by the Science and Engineering Research Council and by the Electro Rheology Research Syndicate, an industrial research association.

BTG is, in the words of its ER specialist David Veasey, "trying to act as what in soccer might be called a 'midfield player'. As the game evolves, it is licensing the 'forward line' of industrial manufacturers to use different elements in the up-to-date portfolio. It is building up on ER fluids and devices."

UK manufacturers pursuing ER developments include British Aerospace, GEC, Dowty, and a thousandth of a second by

Rotol, Air-Log and Automotive Products, Bristol, Liverpool, Sheffield, and Cambridge universities and Cranfield Institute of Technology are carrying out research on ER fluids.

However, some companies that devoted considerable resources to ER research in the mid-1980s have recently wound down their activity because they believe that ER fluids are still too far from widespread commercial application. They include American Cyanamid in the US and Castrol in the UK.

"ER fluids are a very attractive concept and I'm sure that there are a number of applications for them, but we were looking at applications for the automotive industry - and today's fluids do not even come close to meeting those requirements," says Colin Castrol of Castrol.

Researchers say that ER technology will have to be improved in several respects before the fluids are applied widely. For example:

• The environmental operating range of the fluids must be extended. At present they work well over a temperature range covering no more than 60 deg C (typically from 10-70 deg C). But a fluid in a car, for instance, will have to operate from minus 20 to 70 deg C. Although most ER fluids contain minute amounts of water in their particles, Harry Block, professor of molecular electronics at Cranfield Institute of Technology, has invented a

new class of "dry" fluids which have a wider operating range.

• The present ER fluids consume too much electricity for many applications. This causes excessive heat to build up in the liquid. The fluids need to function at lower voltages and/or become less electrically conductive.

• Better electrical devices are required to switch high voltages on and off very rapidly.

Analysts such as Paul Weitz, of Technology Catalysts, who are optimistic about the future of these "smart fluids", believe that these problems will soon be overcome.

"There are two particular reasons why the technology is ready for full-scale commercialisation," he says. "The first is the increased awareness in the auto industry of the need for improved quality and performance. The second is the new availability of highly sophisticated electronic sensing and control devices, with the right microprocessors and software."

David Veasey says BTG's immediate strategy is "to encourage device manufacturers to develop equipment based on known fluids suitable for use in sheltered environments where operating conditions are not too extreme - perhaps for machine tools in temperature-controlled factories." That experience could lead the way to extensive applications in the auto industry later in the 1990s.

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## Digital link with low-cost areas

A WAY to send company typing work out of London into lower cost areas in the north of the UK is offered by NU-Enterprise of London.

The technique, called teleworking, involves the use of high-speed digital lines. It is becoming attractive because communications costs are tending downwards in real terms, while city centre office space and wages are tending upwards.

NU-Enterprise claims that, on average, hourly typing costs can be reduced by 25 per cent and that maximising the volume of typing can push the figure up to 40 per cent.

It says that City firms and institutions are most likely to benefit.

Text is dictated into a machine which puts a digital recording on to a tape disk. The data is sent at high speed over a (mainly) Mercury link to Scope Technology in Manchester, which specialises in word processing and works through the night.

The text is sent back at about 6,000 words a minute into the originating company's personal computer (IBM or compatible) and can then be read in the usual way.

More complex numerical work, often compiled in handwriting by financial people, is faxed northwards.

An expenditure of about £30,000 is incurred if private digital lines are used;

although in theory this could be shared by several companies.

The Telecommunications Act (1984) imposes restrictions.

Simpler versions, using computer-transferred disks and public telephone lines, are available.

In the longer term, the company believes the system will be applicable to secretaries working at home, in sheltered office space and helping mothers, for example, to work from home.

## Better view in bright light

TELEVISIONS and personal computer screens will be easier to view in bright room lighting with a revised design of picture tube from Philips, the Netherlands-based electronics group.

The company, which is the biggest maker of television tubes with 17 per cent of the world market, has increased

the brightness of the picture while making the face plate of the tube in dark glass. The picture appears to be as bright as usual, but the contrast is improved since less direct light gets to the picture surface.

Brightness is determined by the intensity of the electrons which strike the phosphors on the back of the face plate, making it glow. Philips has increased this by 50 per cent, but this also means that the shadowmask has more heat energy to cope with.

The problem is expansion. The shadowmask, which determines the colour accuracy, can distort. So Philips has used Invar, an iron/nickel/carbon alloy which has only seven per cent of the expansion of pure iron normally used.

The new tubes will only be available in the more expensive television sets.

## Form reading for computers

AEG Olympia, the West German office systems company, is offering a means of entering data recorded on paper forms into computer storage.

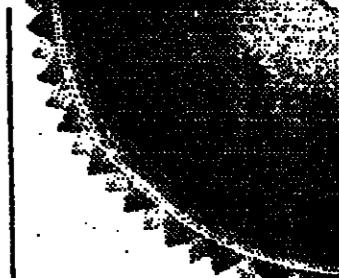
Keying in such work manually is tedious and time consuming. Instead, a form-reading device optically scans the forms and puts them into a workstation. The reader can cope with 150 type fonts and can recognise hand printing.

Forms up to 14 in deep can be accommodated. Each one is displayed on a split-screen monitor, allowing easy editing of poorly written or highly detailed forms. Clearly printed items with little detail can be dealt with on a continuous basis at the rate of 850 (A5 size) an hour.

The company believes that 50 per cent of all written office information is on forms and the majority is still being keyed in manually. Public and postal services, banks and insurance companies are the most likely customers.

## Fax board with its own power

ALTHOUGH there are several "fax cards" on the market which plug into a personal computer (PC) to give facsimile transmission and reception, Comshare, of London, says that it has introduced the first in an



## WORTH WATCHING

Edited by Geoffrey Charlish

on-board microprocessor.

The advantage is that demands on the PC's processor are kept to a minimum because the fax board has its own computing power. In turn, this means that the user can go on employing the PC for his customary work. The conversions from fax code to PC code and vice versa are speeded up, and carry on without the user knowing.

The advantage of plug-in fax boards is that they allow text or graphics developed on the screen to be sent to anyone with a fax machine (or a PC with a fax board). Similarly, material from remote fax machines can be brought up on the screen.

## Plastic that can be washed away

HOECHST has brought out a product which can be made into a film rather like polythene, but which dissolves in water, making it easier to dispose of than many plastics.

The material, which chemically is polyvinyl alcohol, is being made into wrappings and bags by Palergan of Dunstable, which believes there will be widespread applications. Already it is being used to wrap hospital linen before laundering, to put dangerous chemicals into liquid and to package laundry cleaning chemicals.

CONTACTS: NU-Enterprise: London, 733 5015. Philips: The Netherlands, 767 182. AEG Olympia: London, 262 0780. Palergan: Dunstable, 730 0033. Postnet: UK: London, 734 3109. Palergan: UK, 0522 600234.

CORRECTION: The correct telephone number of Pergamon Compact Services is London, 377 4912. (This page, Tuesday)

# WHAT MAKES RYDER SO PROUD OF ITS NEW CONTRACT DISTRIBUTION COMPANY?

Ryder Distribution Services is the newly incorporated dedicated logistics company within Ryder System group. It is the natural development from decades of Ryder truck rental and contract hire experience.

Through major distribution contracts on both sides of the Atlantic, Ryder has proved its expertise in providing total logistics solutions.

Transport is one element. With more than 7,000 vehicles owned and maintained by Ryder in the UK, 41 workshop centres, and a round-the-clock nationwide emergency recovery service, Ryder has formidable resources.

There's an exclusive computer-assisted routing system, which radically redraws the map. Drivers, administration, scheduling, warehousing, handling, packaging and inventory reduction are all brought into the equation.

However, the essential difference Ryder offers is a partnership approach. Ryder Distribution Services specialists work with you, analysing your company's current and future requirements, and tailoring a flexible system capable of development in parallel with your business.

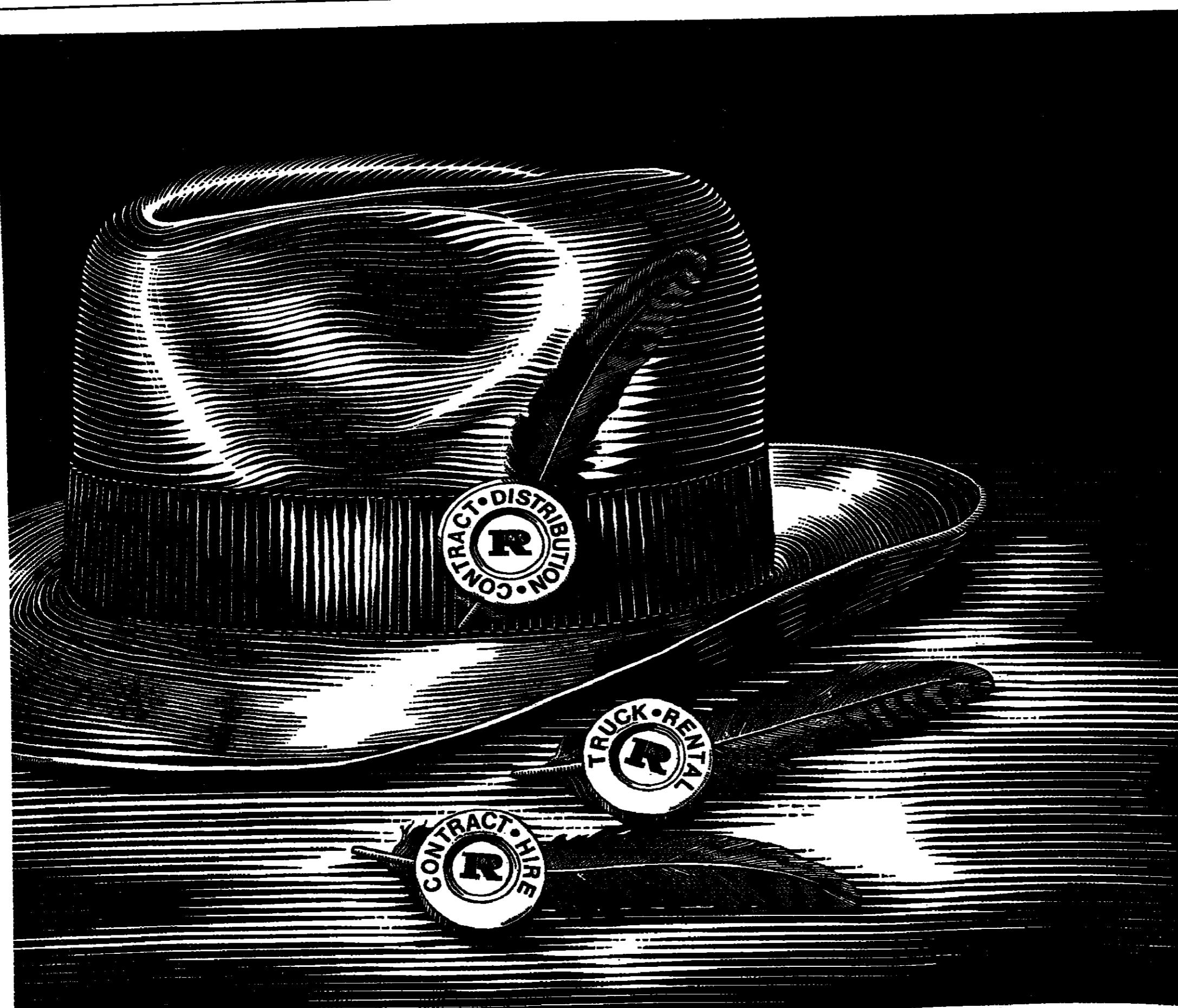
By becoming an integral part of your operation, Ryder ensures greater distribution reliability, versatility and cost-effectiveness.

At the same time, the burden of financing, staffing and managing an in-house system is lifted, releasing valuable capital and management resources for more profitable purposes.

There's a lot more you should know about the Ryder quality difference. Contact Jim Morris, Managing Director, at Ryder House, Distribution Services Limited, Ryder House, 16 Bath Road, Slough SL1 3SA.

Telephone 0753 38991 and you'll be proud of the outcome.

**RYDER**  
YOUR TOTAL LOGISTICS PARTNER



## CINEMA

# Heavy mob rule

**H**aving charmed us off our perches with *High Hopes*, the British cinema this week sends in the heavy mob. In *For Queen And Country* and *Stormy Monday* violence walks the Thatcher-ruled land from Newcastle to London. Bombs explode, limbs are broken, bodies are victimised. Falklands veterans are dumped up or shot dead. The dark, grimy housing estates run with blood. And the feet walking England's green and pleasant land - what has been left of it by successive Environment Ministers - are those of property barons, drug kings or psychotic fascists abusing their uniforms by practising racism and corruption.

Welcome to Britain the Apocalypse. We met her recently, overblown and overdrawn, in *Sammy And Rosie Get Laid* and *The Last Of England*. In this week's films she is still behaving like a demented giantess. Martin Stellman's *For Queen And Country* has a marginally stronger hold on sanity and proportion than Mike Figgis's *Stormy Monday*: if only because it is, at odd moments amid the clunking up of hyperbole and contrivance - almost believable.

It owes its plausibility to the least plausible feature on paper: American actor Denzel Washington (who played Rico in *Cry Freedom*) as the black cockney hero Reuben. Chucking in his paratrooper's beret after duty in Northern Ireland and the Falklands, Reuben comes home to a nightmare Britain. His one-legged ex-commando is bounded by the Gas Board for non-payment of bills, old dreams inflate in the lifts of his high-rise housing estate, and the Home Office won't renew his passport. Romance is offered by a tired widow (Amanda Redman) with a semi-delinquent daughter. And the police, spoiling for a fight, deride his tale of Falklands service ("Listen, pal, that was an English war, not a jungle war.")

Denzel Washington, com-

## FOR QUEEN AND COUNTRY

Martin Stellman

## STORMY MONDAY

Mike Figgis

## SOMEONE TO LOVE

Henry Jaglom

## COCKTAIL

Roger Donaldson

## THE FRENCH NEW WAVE

Peter Bradshaw

plete with East End accent, creates a character who thinks, feels and reacts. His pliancy and understatement are a lesson - or should have been - to the cavitating cut-outs who elsewhere people Stellman's England. These range from Bruce Payne's flash, Porsche-driving drug dealer, tempting Reuben into crime, to Dorian Healy's crippled war crony now saddled (wouldn't you know) with debts, a pregnant wife and a booze problem. At the film's climax the estate becomes a Broadwater-style war zone. And when coincidence steers all the key characters to the same spot for a showdown, it is like watching out-takes from *From 6 O'Clock News* caught in a life-or-death battle with out-takes from a pulp TV crime thriller.

Writer-director Stellman whittled a far sharper state-of-the-nation tale in *Defence Of The Realm*. Here he does little but pile on the rhetorical agony. In *Stormy Monday* writer-director Mike Figgis piles on the mealy melechrama. I have not had the privilege to be in Newcastle-on-Tyne during one of their "American Weeks" (if they exist). But on the evidence of the one depicted here, I am about to cross Newcastle off my list of eligible Northern watering-places.

The city seems to be overrun by weirdos. There is this Amer-

ican girl (kooky waitress Melanie Griffith) hitching up with this Irish bloke (young driver Sean Bean) to defy the dastardly schemes of this American bloke (gangster Tommy Lee Jones) who is putting the screws on this English bloke (nightclub-owner Sting). All clear so far? En route we overhear murder conversations over the clam chowder, listen to the oozy-ominous score by Figgis himself, and watch the odd man being metaphorically twisted or non-metaphorically broken.

At the climax, Figgis goes on a cross-cutting spree, interrupting a street parade with a love scene with an about-to-explode car-bomb. Will it go off? If so, when? And could it please include among its victims the visiting Polish jazz band, deeply infelicitous in their symbolic role as representatives of a bruised and decent humanity as opposed to the (national) slick greed of the Americans.

Britain today, suggests Figgis, is a country of unfeigned identity and betrayed idealism, caught in a geo-political pincer movement between East and West. It is a glib idea and it is the film's climax the estate becomes a Broadwater-style war zone. And when coincidence steers all the key characters to the same spot for a showdown, it is like watching out-takes from *From 6 O'Clock News* caught in a life-or-death battle with out-takes from a pulp TV crime thriller.

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# Romeo and Juliet

## COVENT GARDEN

From the first notes of the score on Tuesday night, it was clear that this was to be an account very different from the usual run of *Romeo and Juliet* performances. Even before the house-lights dimmed, as we saw the extra musicians placed in the stalls circle seats nearest the stage, there was promise at least of bigger sound as well as of a reconsidering of Prokofiev's score. And so, as the evening progressed under Bernard Haitink's baton, it proved, with something richer and more elegant, a coming-of-age dramatic scheme which invited - and inspired - the most alert response to the ballet's argument.

With Natalya Makarova returned at last to Juliet, a role in which she has no peer, with the ardent Julio Bocca as a very welcome guest Romeo, and with Haitink to set the music blazing, the interpretation was memorably fine. (That it was also a charity gala for Cansaid is owed to the generosity of the sponsors, ADT). Makarova's Juliet was now a reading from which all excess has been pruned: she dances, acts - dances at the heart of the character. The path of the action is her unerring and beautiful journey, from the child who can still play with a doll to the woman who grieves over her dead lover, showing us Shakespeare's heroine plain.

Yet when Tom Cruise became an all-chatting, hip-shaking, bottle-juggling bartender in New York and Jamaica and then fell in love with a pretty girl (Elizabeth Shue) who turned out to be an heiress and then threw over the rich nastron who had been encouraged to seduce by his barman pal and mentor Bryan Brown, who ends up slitting his wrists but that is another story, I found the experience painlessly jolly. Perhaps because a cocktail cabinet was dropped on me at age five and I survived the early assassination attempt, I warmed to the colours of Dean Sander's photography (travel-brochure with taste) and to the cutting-to-the-rhythm direction of Roger Donaldson.

The film annoys with its shallowness and enchantments with its unexpectedness. Heartbreak lies down with hilarity: witness the dotty attempts by Michael Emil Jaglom's eccentric brother, to chat up Miss Kellerman. (He looks like an aging emu romancing a beautiful giraffe.) And for a majestic, moving coda what could match the sequence in which Orson Welles - in his last movie - dishes out epigrams to the lisping company like Falstaff setting out his farewell feast. "It takes too long to make a movie," says Orson at one point. "By the time you idea reaches the screen, it's already dead." Well, Welles is dead. But to judge by the film, his and Jaglom's ideas are still alive and well and dancing.

I suspect I may well be dragged off to a Jaglom group-therapy

session after enjoying *Cocktail*. My colleagues all emerged from the Press show with sights and longsuffering looks, as if auditioning for the role of the late Job.

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session after enjoying *Cocktail*. My colleagues all emerged from the Press show with sights and longsuffering looks, as if auditioning for the role of the late Job.

Yet when Tom Cruise became an all-chatting, hip-shaking, bottle-juggling bartender in New York and Jamaica and then fell in love with a pretty girl (Elizabeth Shue) who turned out to be an heiress and then threw over the rich nastron who had been encouraged to seduce by his barman pal and mentor Bryan Brown, who ends up slitting his wrists but that is another story, I found the experience painlessly jolly. Perhaps because a cocktail cabinet was dropped on me at age five and I survived the early assassination attempt, I warmed to the colours of Dean Sander's photography (travel-brochure with taste) and to the cutting-to-the-rhythm direction of Roger Donaldson.

The film annoys with its shallowness and enchantments with its unexpectedness. Heartbreak lies down with hilarity: witness the dotty attempts by Michael Emil Jaglom's eccentric brother, to chat up Miss Kellerman. (He looks like an aging emu romancing a beautiful giraffe.) And for a majestic, moving coda what could match the sequence in which Orson Welles - in his last movie - dishes out epigrams to the lisping company like Falstaff setting out his farewell feast. "It takes too long to make a movie," says Orson at one point. "By the time you idea reaches the screen, it's already dead." Well, Welles is dead. But to judge by the film, his and Jaglom's ideas are still alive and well and dancing.

I suspect I may well be dragged off to a Jaglom group-therapy

each other; and the complete physical abandon of the balcony scene, the dancing burning high, the two bodies drawn irresistibly together.

In the third act, Makarova reveals Juliet's isolation - her sense of the inner world of her passion which impinges hardly at all upon the actuality of family demands - to stunning effect. There is absolute directness of effect as of feeling with which she has to express her world and place her hands to express, then holds her face in despair, kneeling, head bowed, acquiescent to her father's commands, she can yet seem to escape from Paris's grasp. Everywhere the dance image, the pure resonant line of the body, tell of suffering, resolute and impetuous love. It is great dancing, triumphant in interpretative genius, in distinction of means, and in its exposition of the ballerina's art.

It finds in Julio Bocca a worthy and passionately devoted Romeo. His movement has a temperamental quickness, a classic elegance, that are part of an interpretation both eager and authoritative. Youthful fervour, physical verve, draw this Romeo in lines of vivid feeling, as he cuts his way through duels, or gives himself utterly to Juliet.

To Bernard Haitink and the Opera House orchestra, much gratitude. Not since the Haitink's previous appearances for a ballet performance have we been so reminded of the central fact that the score is the foundation and inspiration of a dance performance, and not a mill-stone round its neck.

Clement Crisp

# Fears and Miseries

## LIVERPOOL PLAYHOUSE

The Liverpool Playhouse has launched a new studio company supported by the City Council's urban programme and endorsed by the Inner City Task Force. Judging by the second fruit of the project, the result is the best regional studio adventure since Nancy Meckler's *Classical Seasons* at the Liverpool Haymarket.

The director, Kate Rowland, has matched a selection of Brecht's sketches from *Fears and Miseries of the Third Reich* with a clutch of commissions from contemporary playwrights under the umbrella title of *Fears and Miseries of the Third Reich*. For the next three weeks, Brecht is on Tuesday, the new work on Wednesday, Thursday and Friday, with a three-and-a-half-hour double bill on Saturday.

The companion of Hitler's *Third Reich* with Mrs Thatcher's *Third Reich* has led to a local political kerfuffle orchestrated, it is almost needless to say, by councillors who have not seen the show.

While it is true that none of the commissioned writers have come up with a hymn to Thatcherism, none has drawn into a nightmare of statistical double-speak. But this is an attempt at comic style, not political satire. For both, the most wait for Brexit and the inevitable replay of a nice like *The Chalk Cross*, in which a Berlin kitchen staff is split open by new tricks of loyalty testing and recruitment.

The pieces are too little known, too rarely done. Together with the new material, which is linked by Adrian Henri poems, they offer plenty of scope for versatility in performance, and all the cast take their chances. Names to watch in particular are Louise Dunphy and her Jewish wife preparing to leave Frankfurt in 1938, when an air of doubt and mistrust has seeped into personal relationships from the political atmosphere.

Michael Coveney

## January 13-19

## SALEROOM

# Hong Kong jade record

Ten years or so ago London emerged supreme as the world centre for sales of top quality antiques. Not any longer. The demand for works of art is now international and the auction houses have moved to Hong Kong. It was a record for a jade carving. An imperial green jade circular two-handled tripod censer and cover, with a Qianlong seal mark, also did well at \$234,752, going to Europe. Christie's plans a second auction in September.

Before the War the main collectors of Chinese works of art were the British. Reggie Palmer, chairman of biscuit manufacturers Huntley & Palmer, built up a particularly fine group. Nineteen items from his collection sold in Hong Kong this week for nearly £2m. He may well have paid well above estimate.

# FINANCIAL TIMES

BRACKEN HOUSE, CANNON STREET, LONDON EC4P 4BY  
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Thursday January 19 1989

## The Vienna agreement

THE CONCLUDING document of the latest of the 1975 Helsinki Agreement follow-up conferences, which is due to end in Vienna today, has been variously evaluated as the most ambitious charter of human rights in modern times and as only the beginning of a process. These descriptions are not as contradictory as they appear at first sight. While it is certainly true that the Soviet Union and its East European allies have never before undertaken to respect such a detailed catalogue of human freedoms, it is equally clear that the proof of the pudding will be in the eating.

Sceptics will maintain that it took more than 10 years for the original Helsinki Agreement on Human Rights to bring tangible results. Even then, the pressure applied by one country, the US, was arguably a much more decisive factor in persuading the Soviet Union to take action than the accord itself. Critics will also be able to point to the violation of such basic human rights as the freedom of assembly and expression by Czechoslovakia and East Germany, both signatories to the Helsinki Agreement, only one day after their governments had approved the final Vienna document.

### Stalinist cynicism

This betrays a degree of cynicism more reminiscent of Stalinist times than the new era of glasnost and perestroika ushered in by Mr Mikhail Gorbachev. And what is one to say of a country like Romania which, in one and the same breath, formally approves the Vienna document and proclaims that it will respect only those provisions which it wants to? Yet there are several reasons why much more optimism is in order now than in 1975, when human rights in the Eastern Bloc were in cold storage. Thanks largely to Mr Gorbachev and economic pressures on the Soviet Union, the picture looks much brighter.

In spite of continuing restrictions, there is much greater freedom of expression and movement of peoples in at least some countries of Eastern Europe. Hundreds of Soviet prisoners of conscience have been released and nearly 80,000

people were allowed to emigrate from the Soviet Union last year. The relatively more liberal situation in the Soviet Union, Hungary and Poland is now considered to be the norm in Eastern Europe, while human rights laggards such as Romania, Czechoslovakia, East Germany and Bulgaria are regarded, even by their allies, as out of step with the times.

Moreover, the Western participants in the Conference on Security and Co-operation in Europe have made sure that the monitoring process will be much more effective than it was after the Helsinki and Madrid Conference. Before the next full-scale follow-up meeting in Helsinki in 1992, three major conferences on human rights will be held at annual intervals in Paris, Copenhagen and, finally, Moscow. These meetings, in addition to one on the free exchange of information in London in April this year and a cultural symposium in Poland in 1991, will provide excellent platforms for further examination of Eastern Europe's human rights performance.

### Enshrined in law

Most Western governments are well aware that recent improvements in this field must not lead to a relaxation of Western pressure. Above all, it is essential that, if the process is not to be reversed, basic human rights should be enshrined in the national laws of the countries concerned – a point forcibly made by Sir Geoffrey Howe, the British Foreign Secretary, in Vienna. That is something which Mr Gorbachev has already promised to do in the Soviet Union and the task of overcoming hard-line domestic opposition to his proposals could be facilitated, if he is able to invoke the Helsinki process.

The acid test of the Vienna document remains the extent to which it is implemented, and no one can deny that there is a long way to go. What is encouraging is that at least some Eastern European governments are beginning to consider the respect of basic human freedoms as a practical goal, rather than as a theoretical principle which they can ignore.

## The rights of shareholders

THE UK tradition of pre-emptive rights of shareholders – that newly created shares should be offered first to existing shareholders – has collided with the transactional orientations of big business and big finance. Concepts of proprietary responsibilities and shareholders' rights have become less sustainable in the face of the ability of investment banks to put together huge deals almost instantly.

The debate has become topical again as the Treasury prepares to launch a campaign to topple the investment institutions from their pre-emptive high ground.

The reasons why the arguments should have been reactivated at this stage are obscure, but they are probably connected with changes in the power balance at the Stock Exchange. The agency brokers who controlled the pre-Big Bang exchange gave support to the institutions, their clients, against the manoeuvrings of corporate treasurers.

But now the Stock Exchange and its regulatory counterpart, the Securities Association, are dominated by banks which have brought with them a much bigger commitment to corporate finance.

### Institutional restrictions

The Treasury appears to have been convinced that the restrictions imposed by the institutions are damaging the UK's capital markets. It is argued that companies are unnecessarily constrained in their ability to raise new money and finance deals. There are also suggestions that the rigid institutional insistence upon rights of pre-emption is inhibiting the achievement of wider share ownership.

The logic here seems flimsy, however. There is no evidence that techniques exist for distributing new shares widely among small shareholders, except through public offers for sale at a large discount – the privatisation process which has often proved expensive for the taxpayer.

There is no general evidence that British industry is short of capital, and there are probably too many corporate deals rather than too few. To be required to wait three weeks

and suffer the independent scrutiny of shareholders may be inconvenient, but it may do good rather than harm.

Yet the traditional claims of shareholders to their special rights are becoming less easy to support. The legal basis that shareholders own the company and have the right to insist that it is run in accordance with their objectives has started to become detached from practical reality.

Institutional shareholders have become increasingly short term in their attitudes and may even buy and sell only on the basis of computer programmes. Such investors may need various forms of protection, but they cannot be regarded as proprietors.

### Other constraints

Rights of pre-emption should not therefore always be regarded as absolute in all circumstances. The interests of managers, customers and the public must also be taken into account. But the rights of shareholders should not be considered without careful consideration of the consequences.

In other countries, where pre-emption rights are not enforced in the same way as in the UK, there are other constraints upon the behaviour of managers and corporate financiers. In Germany, for example, the two-tier system of corporate governance imposes a more powerful system of checks and balances.

As for Japan, companies there are locked into cross-shareholdings involving suppliers and customers as well as institutions and private investors, and this controls their behaviour.

In the West companies with the high share ratings of typical Japanese corporations would be pressed by their investment bankers to embark on takeover battles.

In the US it is much more common and practicable for shareholders and other interested parties to resort to the courts for protection. Even so, the corporate excesses in greenmail, poison pills, leveraged buyouts and the rest are likely to lead to legislative correction in due course. This is no time for the UK to drift unthinkingly towards a US corporate finance system.

**N**ews that South Africa's State President Pieter Willem Botha yesterday suffered a "mild stroke" came as his long-beleaguered National Party Government was enjoying its first taste of success since the six-month honeymoon which followed the March 1984 Nkomati accord with Mozambique. At home the white opposition, both right and left, is in disarray; while abroad Pretoria has won growing recognition for promoting independence to Namibia in return for the exodus of Cuban troops and African National Congress (ANC) guerrillas from Angola.

Even before the President's sudden illness a few dark clouds were visible on the horizon. They include a strong whiff of corruption, especially in the homelands, a weakening, inflation-ridden economy faced with a declining gold price and any number of possible unravelling points in the recently agreed Angolan peace process.

But the sense that South Africa was emerging from domestic repression and international isolation fuelled speculation of an early general election. One argument used by those lobbying for an election was that a re-elected government, with a five-year mandate, would be in better shape to tackle the inevitable struggle for the succession to the 73-year-old President.

Up to now the succession struggle has been fought out of the public eye. President Botha's stroke, no matter how mild, brings the issue to the fore.

Before this, the Government was looking forward to profiting from a new sense that the white right-wing backlash spawned by the violent black township revolt and apartheid reforms had run its course. Party leaders, including the President, have sat back and watched with barely disguised glee as newly elected Conservative Party town council in places like Boksburg and Carletonville have sought to turn back the apartheid clock – only to come up hard against the changed socio-economic status of the once passive and powerless black majority. Black and coloured shoppers have underlined the irreversible economic integration of South African society by using black-owned taxis to take their custom away from white supremacists ruled city centres.

The political illusions of many poor whites have been shattered by the fall from grace of Mr Eugene Terreblanche, the leader of the paramilitary Afrikaner resistance movement (AWB). The pro-government Afrikaner language press, in particular, has had a field day gloating over an alleged passionate affair between the blue-eyed Khaki AWB leader and Ms Jan Allan, a columnist on the racy English-language Sunday Times.

The affair, hotly denied by Mr Terreblanche, has nevertheless been seized upon by the more tight-lipped, Calvinist purists in the organisation. Already outraged by the size of their leader's expense account, his flashy BMW and the cult of personality incarnated by his phalanx of adoring storm troopers, the allegations of other all-too-human weaknesses provided the chance

they were looking for to stick in the knife. When, to top it all, he has demonstrated an ability to take tough measures when needed.

The black townships are again under control. Pretoria has stopped snarling at the outside world and started listening again. Reprieve for the Sharpeville Six and the transfer from jail to house arrest of ANC leader Nelson Mandela are two small signs of this.

The decision to cede independence to Namibia is the ultimate proof, and PW is credited with having had the final word. Once the Cubans have gone, South Africa, with its modern army and powerful armaments industry, will be militarily unchallengeable in the region. Without its Angolan bases the ANC has lost the last chance of being able to threaten a "liberation war" to wrest power from whites. On the new leadership of former Anglo American executive Mr Zac de Beer.

The National Party Government, after 40 uninterrupted years in power, may look tired, uninspiring and even corrupt. It may have lost the loyalty of the bulk of and many Afrikaner intellectuals and churchmen. But under President Botha the party has lost none of its will to keep power or its instinct for the hopes and fears of middle-of-the-road white South Africans. President

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**I**t is quite possible to be a critic of post-war, so-called Keynesianism, and believe that inflation has monetary roots not amenable to wage or price controls or other treatment of symptoms, without being a technical monetarist – a polite term for what Denis Healey used to call a "pink monetarist". Indeed, this is my own position, which can be described as classical, counter-revolutionary, "low church monetarist" or by any other words which convey the flavour.

Technical monetarism is a more substantial set of ideas, relating to money. It usually states that there is some stable or predictable relationship between some measure of the money supply and total spending or Nominal GDP. Nothing very much depends upon it except how the Chancellor or the Governor of the Bank of England should state some intermediate objectives which the financial markets can monitor.

But because of the resurgence of inflationary pressures at a time when the monetary aggregates have been rising, there has been a resurgence of technical monetarism. How justified is this resurgence?

Many of its proponents, especially in the City, look at too short a time-scale. Even the period since 1979 shown in the chart is too short for the most tentative conclusions. It does, however, coincide with the advent of the Thatcher Government and a problem about going back earlier is that there was then a specific penalty on the growth of interest-bearing bank deposits, known as "the cordon". The effect was to massage the numbers. It is therefore best to start a simple survey in 1979.

Another question is how to judge the impact of monetary changes in the end it seems best to use an indicator of prices for what Nigel Lawson calls "judges and juries" – not least because the claims of technical monetarism are most often then put forward and opposed in terms of their impact on inflation.

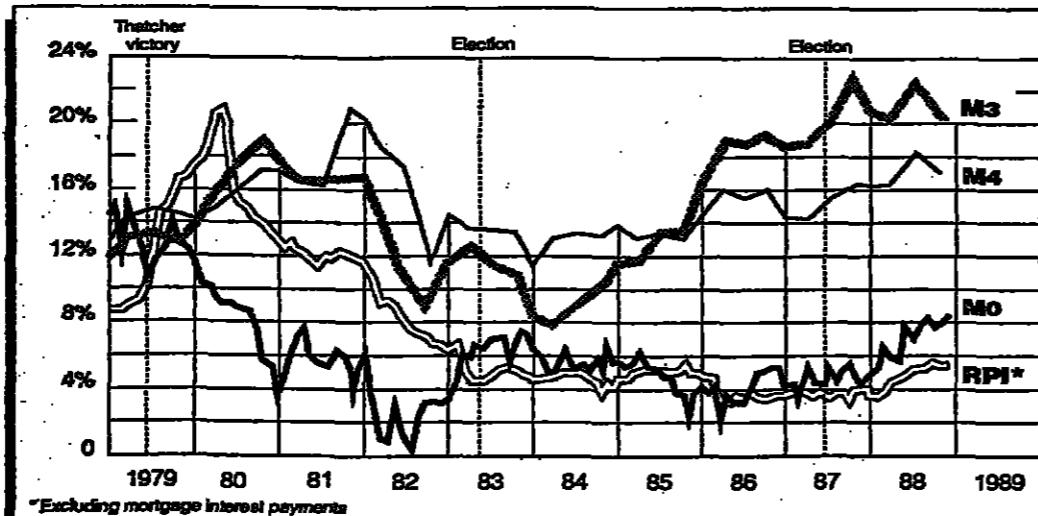
There is still, however, the problem of which inflation indicator to use. In the end I fall back on the Retail Prices Index, with mortgage interest removed. The omission of mortgage interest eliminates a lot of erratic movements or "noise", at the cost of slightly understating the average inflation rate of the last few years.

More seriously, the modest upsurge shown in 1988 by the adjusted RPI fails to make allowance for the suppressed inflationary pressures which have been reflected into imports and shown up in the current deficit instead.

There is, however, no way of automatically reading a chart without using common sense and one's knowledge of the history of the period. The same limitation would apply to a more formal econometric exercise, except that the snags would be hidden in the equations.

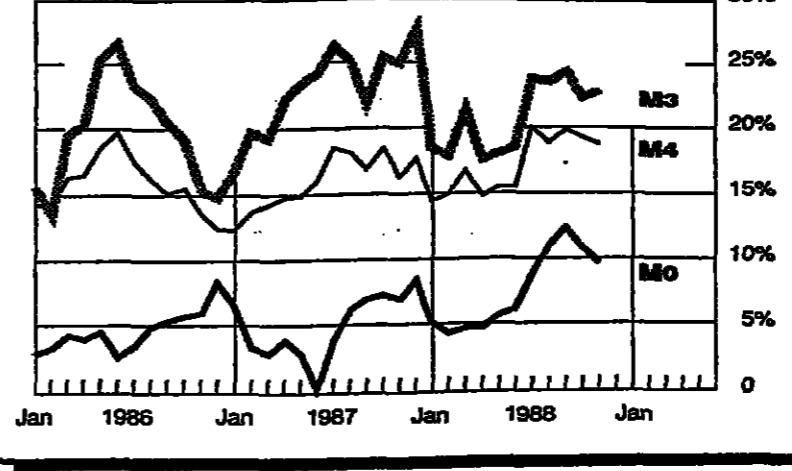
With these explanations out of the way, we can examine the two topmost lines of the main chart, M3

### Money and inflation Year on year increase



### ECONOMIC VIEWPOINT

### 6 month annualised



## Monetarism's second coming

By Samuel Brittan

and M4. These plot what is known as broad money. M3 consists basically of notes and coins plus bank deposits. It is closely related to Sterling M0 which was used for the monetary target in both the Denis Healey and the early Geoffrey Howe period. M4 contains building society deposits as well, which are increasingly treated as money for practical purposes.

The chart shows M4 to be subject to smaller swings than M3. But this does not matter if we take more seriously those swings that do occur. It can be seen that both broad money measures were flashing warning signals throughout 1986-87 as well as 1988. M3 did so in its own quiet way.

But before awarding the victory laurels to the advocates of broad money, anyone with the slightest regard for history will want to look back a little further. The British Treasury's disengagement with M3, and broad money generally, goes back to the 1980-81 period. This saw not only a sharp decline in inflation, but the severest recession of post-war history. Yet so far from giving the 12-month warning of these events expected from the monetarist literature, velocity was falling.

This explanation may have been true of the early 1980s. Unfortunately, in the latter part of the decade bank credit – which was the counterpart to the increase in deposits – was used not to purchase financial assets, but to buy property and, above all, houses. People felt richer because of the

target ranges until the end of 1981. The boy who cries "wolf" falsely is not believed on another occasion when there really is a wolf; and a like fate was suffered by the broad monetary aggregates. (It was incidentally the experience of the early 1980s which sparked off my own paper, *How to End the Monetarist Controversy*, which argued for a shift of emphasis from intermediate monetary objectives to more final ones such as Nominal GDP.)

It is not enough to stick to black box explanations, that is explanations which look at statistical regularities without trying to understand them. The Treasury's reason for downplaying broad money was that, in a world of lower inflation and higher real interest rates, as well as financial innovation, people would want to increase the ratio of liquid assets to income, and that there was therefore no inflationary danger in so doing. In monetarist language, velocity was falling.

The explanation may have been true of the early 1980s. Unfortunately, in the latter part of the decade bank credit – which was the counterpart to the increase in deposits – was used not to purchase financial assets, but to buy property and, above all, houses. People felt richer because of the

appreciation of their property, the so-called wealth effect. In addition, parts of what was meant to be mortgage lending was diverted to other consumer spending; so-called equity withdrawal.

These post hoc explanations do not resolve the matter. Who knows whether the next episode of rising broad monetary growth will be more like 1980-81 or 1987-88? Or how should we react to a decline of any hypothetical size in these aggregates in the months ahead?

Before moving on to the Treasury's current favourite, M0, a word about other fancied aggregates. An example is "non-interest bearing M1". This is meant to be a measure of transactions balances, containing only hard core current accounts.

Unfortunately, the spread of interest payments and other financial changes have wrought such havoc that the series behaves in a weird and wonderful switchback manner, and it takes an expert manipulator to make anything of it at all.

Thus, we fall back on M0. This is sometimes called the monetary base – a name which misleads monetarists, particularly outside the UK. Over 90 per cent of M0 consists of notes and coins in the hands of the public and is not the base of anything. Nor does it cause anything to happen,

irrespective of whether the demand for it is interest-sensitive or not. The amount of notes and coins responds to the public demand for cash.

The use of M0 is simply as a spot indicator of Nominal GDP, especially valuable when national income statistics arrive on a considerably lag, as well as being flawed. M0 has nothing, whatever to do with technical monetarism and is one economic indicator to take its place with the others.

Be that as it may, it performed less badly than the other aggregates over the 1980s. In particular it showed up the severity of the 1980-81 squeeze. But its record is still quite mixed. To take but two examples: M0 gave a completely spurious warning of an inflationary upsurge in 1983-84; and it gave little warning of the present inflationary resurgence.

The contention that staying strictly with M0 would have saved the Chancellor from his so-called error in sticking to a DM3 sterling objective in early 1988 is repudiated in the inset chart. Here we see that the six-monthly rate of increase of M0, which devotees of that measure asked us to look at then, were actually tending downwards until the March and April figures, published

with the domestic monetary ones. The movement of either the sterling index, or sterling against the D-Mark, indicates clearly the main turning points (although it would be highly misleading for fine tuning, which is in any case not possible).

Sterling gave a very clear indication of the severity of the 1980-81 squeeze when it shot up above DM3. It then embarked on a prolonged fall to reach DM2.8 in early 1987, just before the Louvre Accord. The rise that has since taken place is pretty modest, by comparison. Lawson's error if there was one, was not to halt sterling's decline at, say DM3.5, because of the erroneous belief that the oil price collapse required and justified an offsetting sterling depreciation.

If the UK links sterling to the D-Mark, the rate of inflation for traded goods will approximate to the German rate. This would have happened eventually even at the former DM3 target, after a period of domestic turbulence reflecting events in the housing and credit markets. The approximation will occur more quickly with sterling in the DM3 to DM3.3 range.

Credit Suisse correctly points out that, in contrast to 1980, UK profit margins are at a record, and the economy can absorb the pressure from a high exchange rate without any investment slump or other catastrophe.

But this still does not mean that the sky is the limit or that it would be anything other than ridiculous to follow M0 slavishly, irrespective of sterling.

The Credit Suisse authors, under the influence of an over-romantic view of Sir Alan Walters as economic dictator, foresee a long-term appreciation of sterling. The argument is based on the influence of the non-traded sector – dominated by services – where measured productivity rises more slowly. Mere stability of sterling against a zero inflation currency would produce an overall inflation rate averaging around 3 per cent. This is better than anything the UK has managed to sustain.

If the Government wishes to do better, by all means let it try. Such an attempt is still consistent with an exchange rate policy but one that would require an average annual appreciation of 3 per cent against the D-Mark. If you believe that this is the outlook, even allowing for the D-Mark's present relative weakness, you will believe anything.

The general conclusion that emerges is the need for a nominal framework rather than strict adherence to particular monetary relationships which are likely to break down. There can be a framework that gives some weight to the exchange rate and some to Nominal GDP. Problems arise – and market participants start to behave like rats in a maze – when the nature of the mix is unclear and depends on the balance of personalities at the top of the Cabinet.

### LETTERS

#### 'Fortress Europe is a myth'

From Mr Horst Krenzler.

Sir, The December 30 statement by Mr William Courtney, chairman of Southern Water, "quoting" views expressed in the 1988 report of the Monopolies and Mergers Commission (MMC), like other recent "quotations" by Southern Water is not in accordance with the facts.

Mr Courtney, having expressed the view that "customers would benefit more from a closer association of the water companies" with Southern than from them being acquired by outside interests, then goes on to say: "a view reinforced by the conclusions of the MMC 1988 report." The MMC expressed no such view, as of course no question of "acquisition by outside interests" was in question at that time.

What the MMC's report (paragraph 2.38) said was: "Southern Water Authority (SWA) estimated for us that in its view annual savings of some £20m to £200m (out of total costs of some £20m on water supply for SWA and the companies together) would be possible if it assumed the responsibility for water supply over the whole region. While this figure appears not implausible, we have been unable, as we have noted, to test it in detail, or give time to the companies to contest it."

"There would no doubt be transitional costs and we are aware that the expected economics of this kind do not always accrue in practice. Our tentative conclusion is that some worthwhile economies might be obtainable from giving SWA full responsibility for water supply in the region, but these would need to be measured against what might still be strong local preferences for retaining the companies."

\* This statement refers to no fewer than six different companies. It is surely a clear indication of the reality that can safely be based on the statements of Southern Water, and an excellent reason for Eastbourne Water shareholders to ignore the gratuitous advice offered in the press announcement.

C.B.G. Turner,  
Eastbourne Water,  
14 Upperton Road,  
Eastbourne, East Sussex.

particularly concentrated on one aspect of EC methodology: the treatment of those situations where the exporter is selling through a legally independent but economically related within the European Community's dumping calculations.

The allegation is made that the EC's methodology does not make economic sense, and is biased against the exporter. The spectre of a "Fortress Europe, with ramparts facing Asia, is being evoked. This is, of course, a misrepresentation of EC and dumping policy.

This is because of the particular feature of the EC's anti-dumping legislation which generally does not apply duties corresponding to the full margins of dumping found, but limits the amount of duty to a level sufficient to remove the injury caused to the EC industry.

This has led to duties being imposed at levels lower than the calculated dumping margins in practically all the anti-dumping proceedings concerned.

I do not wish to bore your readers with a description of the EC's calculation procedures of dumping, or the presentation of an injurious dumping. Nevertheless I must comment on the technical aspects of the allegations made against the EC's methodology.

The first argument made is that no dumping should be found when a Japanese producer changes from selling to an independent importer to a related marketing subsidiary in the EC, the transaction is then based on transfer price, which is not reliable for a determination of an arm's-length sales price, and therefore the basis for determining the export price to the EC must be changed.

Let me make one final remark, about your recent coverage of anti-dumping matters. It is clear that with the EC authorities terminating anti-dumping proceedings against Asian countries without the imposition of any measures – such as the cellular mobile radio telephone and microwave oven proceedings last December – no equal prominence is given when, for example, a duty is imposed on videotapes and cassettes from Hong Kong.

Horst G. Krenzler,  
Director-General for External Relations, Commission of the European Communities, Brussels, Belgium.

than the price for a like product, not when imported into the country of destination, but when exported from its country of origin.

It follows, therefore, that the point of comparison of prices is the exporter's factory gate rather than the premises of the buyer in either Japan or the EC. Because substantial costs may be incurred between exportation and importation for ocean transport, insurance, handling, customs duties and so on, the fact that prices are identical in Japan and the EC would be an indication that dumping was taking place.

The second argument is based on the idea that marketing companies established by a producer on the Japanese market and in the EC should be granted equal treatment.

The idea might well appeal to a layman, but this does not compare like situations, because a marketing company in Japan assumes the functions of the producer's domestic sales department, whereas what is euphemistically termed the marketing company in the Community assumes the functions of an importer.

Those who argue that there is biased treatment in the EC's methodology ignore the fact that different situations require different treatment.

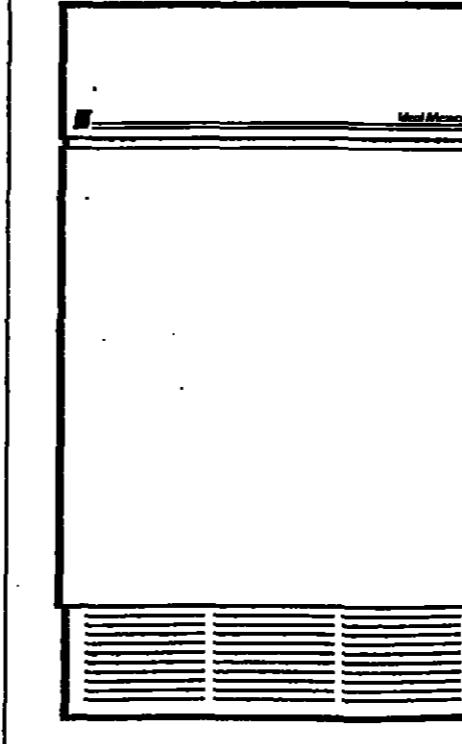
Whether goods are sold on the Japanese domestic market through the producer's sales department or through a related marketing company makes no difference to the representativeness of the prices charged. When the Japanese producer changes from selling to an independent importer to a related marketing subsidiary in the EC, the transaction is then based on transfer price, which is not reliable for a determination of an arm's-length sales price, and therefore the basis for determining the export price to the EC must be changed.

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Horst G. Krenzler,  
Director-General for External Relations, Commission of the European Communities, Brussels, Belgium.

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## S African power struggle looms after Botha's stroke

By Anthony Robinson in Johannesburg

SOUTH AFRICA faces an intensified power struggle inside the ruling National Party following the "mild stroke" suffered by President Pieter Willem (P.W.) Botha yesterday.

The 73-year-old President was reported to be in a "stable" condition in a Cape Town military hospital last night after suffering what doctors called a "mild stroke" early on Tuesday morning.

The constitution provides for the President or the Cabinet to appoint an acting President in case of illness or other incapacity, but no such decision had been taken last night.

The President's sudden illness is expected to intensify backstage manoeuvring over his eventual succession, given the absence of a clear heir-ap-



P.W. Botha: sudden illness

He was elected Prime Minister of the ruling National Party Government in September 1978 and became the first executive

State President with quasi-Gaulist powers in September 1984.

It was not clear before yesterday's stroke whether Mr Botha, appointed for a five-year term, would seek re-election later this year. But his age and increasingly autocratic style of government had already led to backstage manoeuvring among senior cabinet ministers jockeying for the party's future support necessary for election.

Mr P.W. Botha, the Foreign Minister, is believed to have improved his chances by successfully steering the recent Angolan peace negotiations but other front-runners include Mr F.W. de Klerk, the conservative Transvaal party boss and his Cape counterpart Mr Chris Heunis, the Minister for

Constitutional Affairs. Outsiders include Mr Magnus Malan, Defence Minister, and Mr Barend du Plessis, Minister of Finance.

Mr Heunis is the senior ranking cabinet minister who stood in for the President while he was out of the country making his recent visit to Europe and various African capitals. In theory he should be the first choice as acting president if no election is held.

Under the 1984 tri-cameral constitution general elections in all three of the racially-segregated houses of parliament must be held before April 1990. Before his illness Mr Botha was under pressure to call early elections this year to take advantage of the disarray in white politics and the recent Angolan peace settlement.

Mr Botha's press spokesman last night denied that the President had suffered previous strokes or heart attacks. But doctors are expected to order him to slow down or take a period of convalescence although the stroke occurred only days after he returned to work from a month-long Christmas vacation.

He was due to meet the cabinet of Namibia's transitional Government on Friday to discuss latest moves towards Namibian independence under the terms of UN Resolution 435, and address Parliament at its opening session.

It was not clear last night whether he would be able to attend either of these important functions or chair the normal weekly cabinet meetings. After Botha, Page 14

## Belgium lures international motor giants

Tim Dickson reports on the surprising size and strength of the country's car industry

A FORD executive who worked at the company's plant in north-east Belgium during its early days recalls the social and political instability in France and Belgium in the early 1950s when the original choice of location was made.

"Henry Ford arrived in Genk and found to his surprise a quiet, conservative, and highly (Roman) Catholic people who, by contrast with the unrest elsewhere, were just getting on with their lives," he said.

Ford's decision this week to switch most of its British production of the Sierra model from Dagenham in southern England to Genk provides a welcome boost for the struggling, formerly coal-dependent Flemish town. It also highlights the generally unrecognised size and strength of the Belgian motor industry.

A total of 1.1m cars, roughly 10 per cent of total European production last year, was assembled in Belgium. Between 90 and 95 per cent of them were sold for export, representing 15 per cent of the country's trade. And more than 30,000 people were directly engaged in their manufacture, with thousands more indirectly reliant through subcontracting and other services.

The key manufacturing companies are the big multinationals - Ford with its plant at

Genk, General Motors at Antwerp, Volkswagen and Renault in Brussels and Volvo with its car and truck operation at Gent. Van Hool, LAG Manufacturing Company, and Carrosserie Jonckheere, all of Belgium, are important players in coaches and trailers, but only the locally owned car companies - Apal with its buggy and Van Clee and Drucko with their highly specialised products - keep the home flag flying.

It was not always so, as the Belgian lion which is the emblem of the French giant Peugeot testifies. Belgian engineering ingenuity, in the persons of Frédéric de la Hault and d'Heyne de Nydprack, was responsible for developing a three-wheeled vehicle before 1900. Not long after, local companies such as the celebrated Fabrique Nationale (FN) and Minerva (among whose salesmen was the original Mr Royce of Rolls-Royce fame) were turning out cars on an industrial scale.

At the 1907 Brussels car show, 20 local manufacturers had models on display. In the same year, half the cars sold throughout Belgium were of Belgian origin.

Lack of investment in new technology - the result perhaps of generous protection against cheap imports - now

HOW BELGIUM'S BIG FIVE COMPARE (1987)		
	Vehicles assembled	Employees
General Motors	300,724	10,529
Ford	334,388	11,044
Volkswagen	210,582	5422
Renault	155,650	3828
Volvo	102,000	4600

US - is cited as one of the reasons for the subsequent decline between the two world wars.

Just as FN was completing in 1900 what turned out to be the last important cars contract by a Belgian business, however, a new era of multinational assembly was already getting under way.

Belgium's motor industry tradition - the technology as well as the skills - undoubtedly played a significant part in attracting the likes of Ford and General Motors, although other factors were at work.

The location of the port of Antwerp (where GM had set up in the mid-1920s), generous tax incentives provided by the Belgian Government, the country's geographical situation at the crossroads of Europe and its marked neutrality and openness also played a part.

Belgium's wide and well built motorways - now

backed up by one of the most advanced electronic systems for linking plants with customers - are still seen as key competitive advantages in the grim fight for European market share.

Above all, however, manufacturers in Belgium stress the attitudes and skills of the workforce in the Flemish half of the country, which so influenced Henry Ford.

The adaptation of the many former coal miners in the region brought its ups and downs to a plant which pioneered the electrocoating process in Europe in the mid-1950s and which has grown to provide jobs today for more than a third of the 30,000 working people in the town.

This week's announcement by Ford Werke, Genk's West German parent subsidiary, that it will now be seeking far-reaching changes in labour

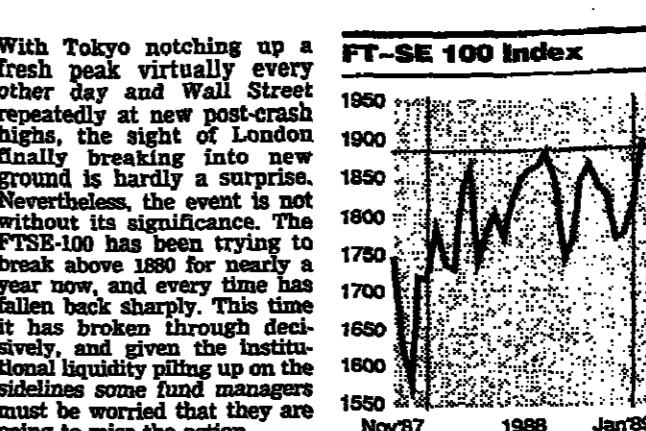
practices at the assembly plant will be a test for Belgian flexibility.

The experience of General Motors at Antwerp should at least provide encouragement for local Ford management. Last August GM successfully amalgamated its two production centres in the town, introducing six-days-a-week, 20-hour production through a new 11-day working cycle of longer shifts but fewer hours. Assembly workers do a cycle of two four-day weeks, followed by one three-day week.

Belgium's legislation on flexible working - allowing companies the possibility of night and weekend shifts, as well as seasonal patterns of production - is among the most attractive of its kind in Europe.

But while GM's spokesman concedes that the laws have been a help, he believes that the largely co-operative attitude of the unions and workforce has been a key factor.

"Belgium has a lot going for it but there are also disadvantages with the small home market and the traditionally high labour costs. I think there is an awareness here as 1992 approaches that we have to compensate for these with things like flexibility, good delivery times and an atmosphere of social and labour stability."



Share, with an extraordinary burst of 17 per cent on average - 12 per cent real - over the past five years. Driving back to 1955, it appears that £1 invested in the HGSC - with dividends re-invested - would now be worth \$50 real, compared with \$2.30 real, for the All-Share and a pitiful £1.10 for long gilt.

Cashing in on this takes a certain amount of work. The HGSC takes in the bottom 10 per cent of companies by market value, the cut-off last year being £12m. Since performance seems to dwindle uniformly up through the size bands (the FT-SE did 2 per cent worse than the All-Share last year), companies should presumably be sold as they get bigger. On average, it is suggested they should be sold when three times the size of the cut-off, beyond which point the extra return will not cover the cost of dealing. In theory, all this could be taken care of by strict indexation across the whole market; but if everyone did that, the small company effect would presumably vanish entirely.

### Apricot

Every stockbroker should have been rather slow to join in the global rally. Whereas other countries are only worried about the possibility of inflation and economic overheating, the UK has been wrestling with the reality for several months, and the severity of the monetary squeeze was bound to keep equity prices subdued. But given the performance of other financial markets and property, London equities have been getting relatively cheaper and it does not require a great leap of faith to believe that they are going to move in the right direction.

The key question now is whether UK equities can continue to outperform if the rest of the world's equity markets begin to come of the boil. The market wants to believe that 12 per cent base rates are curbing inflation and domestic demand, and if today's UK average earnings figures and tomorrow's bank lending figures support this view then equities could go higher in the short term.

If the UK really can force inflation below 5 per cent, repair its chronic balance of payments problem and still grow at 3 per cent plus per annum, then equities deserve to go considerably higher. However, this happy combination of events remains a long shot. London does have to prove that it can decouple from Wall Street, which was showing remarkable insouciance yesterday in the face of another set of disappointing trade figures.

### Small companies

Not only are small companies in the UK still outperforming the market, it seems because they are getting relatively cheaper. According to Hoare Govett, small companies again produced a total return last year 5 per cent higher than the All-Share index. The new feature is that their average price premium fell from 26 per cent to 12 per cent in the course of the year, as the result of a remarkable 30 per cent burst in earnings growth which left dividends cover at its highest relative to the market for a decade.

It might be thought that dividends were irrelevant here, on the grounds that small companies are a speculative bet rather than a source of income. But over the past 10 years, it seems, dividends from the Hoare Govett Smaller Companies Index (HGSC) have gone up twice as fast as the All-Share.

### Ladbroke/Thomson

It is all very well for Ladbroke to boast that it never overpays for assets, but in making yesterday's marginally higher offer for Thomson T-Line final it risks losing a deal that has great business and strategic advantages. Ladbroke is betting - with good odds - that a rival offer will

## Appeal judges study Harrods acquisition

By Raymond Hughes, Law Courts Correspondent, in London

A BRITISH Appeal Court judge suggested yesterday that the 1985 acquisition by the Al Fayed brothers of House of Fraser, the Harrods department store group, could be investigated by both the Serious Fraud Office and the Monopolies and Mergers Commission.

Lord Justice Dillon said an SFO investigation could lead to prosecution, but an MMC inquiry was the only route to an order for disinvestment if the merger were held to be against the public interest.

"Why take one route and not the other?" he asked.

### Brussels farm policy

Continued from Page 1

Council."

Giving the background to the latest decisions, Mr MacSharry pointed out that farm incomes in the EC had increased in real terms last year by between 1 and 1.5 per cent. Incomes in West Germany, Spain and Ireland had increased by more than 10 per cent, though UK farmers experienced a 10 per cent cut.

He stressed that some of the forecast budgetary savings for this year were exceptional and that recent buoyant world market prices, caused in part by the drought in North America, "are not likely to be repeated."

The Commission calculates that the impact of the price measures it has proposed - excluding the effect of "stabilisers", a price penalty imposed for over-production - would be a decrease of 0.2 per cent in Ecu terms and an increase of

0.7 per cent in terms of national currencies. The difference is explained by the proposed adjustments to "green" currencies, which are used to convert common Ecu prices into national money. The proposals should have a broadly neutral impact on the EC agricultural budget, generating small savings in 1989 of around Ecu 31m (£24.4m) and additional expenditures in 1990 of a little over Ecu 50m.

The package proposes a reduction of the annual period when the EC guarantees to buy cereals, oils and protein products to four months by the 1990/91 marketing campaign.

The European Parliament came a step nearer to ending 30 years of nomadic existence by voting to transfer key staff to Brussels. David Buchan writes from Strasbourg, Brussels may thus one day become its single seat.

### AT&T refuses backing

Continued from Page 1

a firm commitment to the venture, which it would have to disclose under US securities legislation.

In other developments yesterday:

• The Office of Fair Trading said it was examining two large joint ventures formed by GEC of the UK over the past month with CGE of France and GE of the US. Lazarus, Plessey's merchant bank, claims the deals diminish the value of shareholdings.

• GEC advisers said there had been a dispute with Plessey at the Takeover Panel over whether GEC/Siemens' 15 per cent stake in the smaller electronics company should be dis-enfranchised in the event of Plessey needing shareholder support to take part in a bid for GEC.

• The GEC advisers said it was unlikely that the company would have to call an emergency meeting to ask for shareholders' approval for its deal with CGE, because it had already been accepted by the Takeover Panel.

gencys meeting to ask for shareholders' approval for its deal with CGE, because it had announced the venture before Lazard indicated that it might bid for GEC. GEC is holding a shareholders' meeting today to get approval for its proposed acquisition of Plessey.

• Mr Sidney Lipworth, the MMC chairman, said his commission would not engage in price-bargaining over the GEC/Siemens deal. GEC has indicated that it would be willing to sell off parts of Plessey's defence business to overcome objections within the Ministry of Defence to the deal.

• Mr Lipworth also said it could examine GEC's deals with CGE and GE only in so far as they affected the GEC/Siemens deal. An additional referral from the Government would be needed for the MMC to look at them in their own right.

### Bonn had evidence of link with Libya

Continued from Page 1

a criminal investigation into the company.

Also in June 1988, the US presented evidence against Imhausen-Chemie, which was the first firm to be named when the US Administration began leaking to the press in December, having apparently failed to tell the Government into action through official channels.

Imhausen was not publicly investigated until earlier this month and was then cleared. Subsequently the state prosecutor in Offenburg decided to open a criminal investigation.

In July 1988, Mr Schäuble continued a new report by the German intelligence services named IBG Engineering, the firm controlled by Iraqi businessman Mr Hassan Barbouri which acted as a conduit for many German products. It also named Imhausen and Pea Tsoo Matera Medicos Center of Hamburg.

However, Mr Schäuble admitted that it was not until January 5 this year that the intelligence services uncovered the first evidence that could be used in court.

The state prosecutor in

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## ACCOUNTANCY COLUMN

# Growing pains cause distress for Andersen

By Richard Waters

WEHEN a chief executive and his entire board resign it is usually a sure sign that an organisation is in trouble. Not so with Arthur Andersen, the world's second largest accountancy and consulting group.

Mr Donn Kullberg and his 18-man board, who stepped down en masse at the beginning of this month, were the victims of Andersen's success, not failure.

Their successors, to be elected within two months, will stand or fall by their ability to handle the pressures that come from running a rapidly growing, highly profitable (£1.5bn) international business.

Andersen has grown giddily on the back of its information technology specialisation, but failed to adapt its organisation to match its new skills. The problems erupted publicly in resignations of senior consultants last year.

Also, and less publicly, Andersen's centralisation in the US has been causing dissent. Although legally based in Switzerland, Andersen has always been firmly controlled from Chicago, and non-US members of the international partnership have begun to balk at this.

The firm's leaders have failed to notice how the international balance of their organisation has shifted, complain those far from the centre: more

audit business is now done outside the US than within it; more audit work is referred into the US from elsewhere than is referred out from the US (such flows of referred work are one measure of a dependence of one part of a business on another). Total consultancy income outside the US will probably exceed that earned within it for the first time this year.

As a result, the centre of Andersen has shifted from its traditional core partners - US accountants. According to Mr Don Hanson, a British accountant on the old Andersen board, the firm has now more than compensated for failing to recognise this before.

"Americans may sometimes be slow to notice developments outside the US, but when they do, they go overboard to recognise it," he says.

Recognition has come in the form of a new composition for the board and a new structure to allow the different parts of the business, and the different geographical regions, more control.

The new board will symbolise this. US accountants occupied eight of 18, or almost half, of the seats on the old board; they will have only five members on the newly-elected 24-person board.

The rest will be divided by region and by discipline, giving consultants, accountants and

tax advisers from different regions their own board representation. This is intended to protect the interests of minorities within the firm.

"We have got away from the opposition of the majority," says Mr John Skeritt, a member of the 15-strong task force set up last autumn to devise Andersen's reforms.

But will the new arrangements solve Andersen's problems, and will they become the model for other firms, as Andersen predicts?

This will depend on a number of factors, which include:

- The ability of the new chief executive to mediate between the diverse interests in the firm.

Mr Kullberg, who has held the job for almost 10 years, has attempted to rule by consensus.

The fact that a man with great diplomatic skills, who was widely respected by his fellow partners, but who has nevertheless failed, bodes ill for his successor.

If anything, the job will be harder: the next chief executive will have below him a new head of consultancy and a new head of accounting, each with almost total control over their respective parts of the business. The overall leader will be balanced precariously between the two.

- The success with which Andersen manages to retain

its common culture and way of doing business as it decentralises.

Andersen has benefited from one firm. Since its staff go through the same training, they work easily with their counterparts in other countries.

This makes it easy to staff international assignments or to shift people from one country to another to meet short-term needs. It also gives the firm its unique image, which is a far stronger "brand" than that of other accountancy firms.

Andersen's partners want to keep the "one firm" atmosphere but to have more control over their own part of the business.

Other accountancy firms are attacking this same problem from the opposite direction, attempting to build more unified international structures and cultures on to networks of diverse national firms.

- The ability to balance the interests of the different parts of the firm.

Accountants and consultants will each have more self-determination, reducing the scope for conflict between the two groups. However, having the two operating as independent businesses under the same umbrella could have hidden dangers.

For instance, what happens if they start to compete? Each side is likely to have the same

ambition, to seize the high ground of strategic advice. This would give them the ear of the company and is therefore the key relationship any professional adviser seeks to develop.

The accountants from their side will aim to offer advice on business strategy, while the consultants will offer advice on systems strategy. At some point these efforts will overlap: the ability of the chief executive to mediate at such times will be crucial.

A further problem arises when the commercial interests of the two sides conflict. The US Securities and Exchange Commission, for instance, does not allow consultants to go into joint ventures with companies for audited by their partners.

For Andersen, or any other accountancy firm, this may inhibit joint ventures on large computer consultancy contracts, which are becoming increasingly common: the firm must decide whether to drop the audit to take on the consultancy work, or to continue the audit at the expense of the consultancy.

Making such a commercial decision will not be easy when the interests of accountants and consultants are diametrically opposed.

- The ability of Andersen to manage its development in the future.

Like other accountancy firms, Andersen claims to have a relatively under-gearred balance sheet. This policy is intended to leave a cushion for long years of growth; partners' incomes to be maintained if necessary out of their own capital if times get hard.

However, a number of forces are likely to put an increasing strain on that capital: rapid growth over a number of years is beginning to eat into working capital; Andersen is starting to move into capital-intensive industries (like facilities management, which involves taking on and running a customer's entire computer facility); and consolidation in the information technology market - this could force Andersen into a race for growth involving acquisitions of other businesses.

Andersen's partnership agreement also allows it to raise only half as much debt as its outstanding partners' equity. This rule is expected to be relaxed to allow borrowings to equal equity.

And financial pressure is likely to force Andersen's consulting group to take on outside equity. At that time, the firm will face its biggest problem of all: how does it sort out the ownership of the different parts of the business when the partnership as a whole currently owns it all?

## ACCOUNTANCY APPOINTMENTS



# Sales Financing Management

Rolls-Royce plc is a world leader in the design, development and manufacture of gas turbine engines for a wide variety of civil, defence and commercial applications.

Our success in world markets is powered by the most advanced technology, the pursuit of engineering excellence and our aggressive business and marketing plans.

Increasing market activity has now created this opportunity for an experienced Sales Finance Manager to join our international marketing team. As a senior member of the team you would play a key role in the development and negotiation of fully integrated finance packages which are essential to our marketing strategy and sales campaigns to multi and international clients.

To apply, you must have considerable knowledge of the aerospace, defence or similar industry and the financing techniques employed in high value contracts. You must also be totally conversant

with the legal, financial resourcing and export aspects of sales financing.

It is highly likely that your background will include a degree and/or professional qualification, relevant commercial experience and a proven record of negotiating at the highest level of management.

The position, whilst based at Derby, involves considerable time being spent in London and some overseas travel.

The remuneration package is very competitive and the range of benefits reflect the seniority and importance of this appointment. A company car is provided and where necessary a financial relocation scheme is available.

To open up a dialogue or to apply, please forward a comprehensive cv to:

Charles Harrison, Rolls-Royce plc, PO Box 31, Derby DE2 8BJ.

The post is open to men and women.



**ROLLS-ROYCE plc**

## A Non Routine Financial Role in Product Development

### Senior Financial Manager

£40,000-£50,000 + Car + Benefits

*Our client is a major US Bank committed to innovation in the financial markets.*

*They are looking for a strong conceptually minded accountant to take responsibility for an expanding Product Support Group (currently 10 qualified accountants). The group provide vital consultancy services for business and financial management, essentially in accounting, risk management and systems relating to new product development. This involves constant liaison with the front office primarily in the Treasury derivative product area, but also in corporate finance, capital markets and other banking businesses throughout Europe.*

*The ideal candidate will be an ambitious ACA aged early/mid 30s, combining first class technical skills with strong management abilities. You should have had exposure to financial products (ideally derivative instruments) gained either from within, or as a consultant to, a financial institution, or major Treasury Department.*

*This position represents an outstanding opportunity for a talented ambitious professional who needs the stimulus of a challenging career within a first class institution. The organisation has an excellent record for promoting staff into both financial and business directorial roles.*

*Interested candidates should contact Suzie Mumme on 01-248 3653 (or 01-673 2549 evenings/weekends) or write, sending a detailed CV to the address below or use our confidential fax line on 01-248 2814. All applications will be treated in the strictest confidence.*

76, Watling Street, London EC4M 9BJ



Tel: 01-248 3653

CONSULTANTS IN RECRUITMENT

## F.D. DESIGNATE

W. London/Middle c £25,000 + Car + Options  
This expanding publishing company which is committed to substantial growth has a broad portfolio of established and profitable business magazines. To help achieve a stock market flotation within 3 years, a qualified accountant is required to take responsibility for all aspects of finance and to work closely with the Board in developing the business. Excellent role. Ref. B.

## FINANCIAL STRATEGY

Middle c £23,000 + Car  
This is an excellent opportunity for a young accountant to join the mid-Householders Strategic Planning team of this leading, forward-looking goods group. You will be running the acquisition, appraisal, market analysis, and running the corporate model. Superb opportunity for career progression. Ref. PG.

**STRATEGIC CONSULTANCY**  
City  
We are seeking experienced professionals for the Commercial Services Department of this progressive and highly regarded practice. With strategic planning at the heart of their services you will be responsible for providing support to clients in Corporate Finance, business planning, fundraising, MBO's and acquisitions. Ref. FB.

## YOUNG ENTREPRENEUR

C. London c £25,000 + Car  
Our client, a small and rapidly expanding PLC, is recruiting for an entrepreneurial accountant to work alongside the Chief Executive. You will be required to take an active role in the evaluation of companies and conduct acquisitions from initial analysis through to final stages and subsequent integration into the group. Ref. HF.

## INTERNATIONAL M & A

City c £25,000 + Benefits  
The top merchant bank seeks a young qualified ACA of the highest calibre, to join their rapidly expanding acquisitions team. Working with top quality experienced corporate financiers you will be involved in a full range of international and UK deals. An excellent introduction to international finance and the merchant banking world. Ref. J.

For a confidential discussion on these and other appointments call John Bowman or Paul Goodman on 01-387 5400 (out of hours on 0474 874473/01-445 0666).

## CORPORATE FINANCIER

City  
Our client is a dynamic and expanding group of professionals providing independent advice to companies seeking corporate finance advice. They now seek a highly experienced corporate financier, with an innovative and entrepreneurial approach, wishing to execute deals and become actively involved in the developments of the business. Ref. NW.

## INTERNAL AUDIT

City c £25,000 + Benefits  
The entrepreneurial US investment bank has a small high powered audit team responsible for a range of internal investigations for senior management. They seek an intelligent business oriented person with the ability to relate to the managers and the ambition to build a successful career in financial services. Ref. DS.

## RISK MANAGEMENT

City  
This leading US Securities House is totally committed to strengthen and expand their international operations and seek a young top calibre qualified accountant. Supporting the dealers and responsible for managing the risk you will ensure FX and funding requirements are met and therefore liaise closely with the USA. Ref. DR.



SELECTION SERVICES

DRAYTON HOUSE, GORDON STREET, LONDON WC1H 0AN

TELEPHONE 01-38

# Financial Control Analyst

£27,000 + Car City

This is an opening for a recently qualified graduate Chartered Accountant with a flair for interpreting financial data and identifying the underlying issues. The role, at Corporate Centre in a major financial services group, has been structured to provide a range of experience appropriate to an accelerated career within the organisation.

The responsibilities include analysis and interpretation of group results and preparation of critique and commentary for the main Board; review and analysis of budgets and forecasts and development of forecasting models; capital expenditure and acquisition analysis and post-acquisition reviews; competitor analysis and interpretation; and a range of ad hoc projects concerned with key P&L and balance sheet issues.

Applicants should combine a first class academic and professional training record with the commercial acumen, presentation skills and drive to exploit a fast track opportunity in a rapidly evolving environment.

Please reply in confidence quoting reference E152 to:

Margaret Mitchell FCCA  
Mason & Nurse Associates  
1 Lancaster Place, Strand  
London WC2E 7EB  
Tel: 01-240 7805

**Mason & Nurse**  
Selection & Search

## International opportunities

### FINANCIAL AUDITORS D.P. AUDITOR

Salary range £18-£24,000

Fisons is a UK multinational with an outstanding record achieved through organic growth and the strategic acquisition of new businesses. Operating in Pharmaceuticals, Scientific Equipment and Horticulture, over 80% of sales are overseas.

The Internal Audit team plays an important role in the Group's continued success and is seen as a key source of future international line managers. Recent promotions in fact have opened up new opportunities for suitably qualified candidates to join the team.

For the Financial Audit vacancies, candidates will be recently qualified accountants or finalists with experience gained in an international accounting practice or a sizeable manufacturing company.

For the DP Audit vacancy, candidates will be able to demonstrate a working knowledge of both the operational and internal control requirements of sophisticated computer systems. This experience may have been gained as a DP Manager in a commercial environment or as a DP specialist in the auditing profession.

All candidates should possess the confidence and interpersonal skills required to communicate effectively with senior Group personnel, line management and external auditors.

Successful candidates will have the ability to operate with minimum supervision and be prepared to travel for up to 75% of the time. Assignments could include USA, Canada, Australia and South America, as well as Europe.

The appointments are based at Group Headquarters in Ipswich, the County town of Suffolk. In addition to excellent career development opportunities, Conditions of Employment include: Profit-Sharing Bonus, Contributory Pension Scheme, Health Care provision and relocation expenses where appropriate. A Company car may be available for the senior appointment.

If the positions are of interest to you, please send a detailed C.V. to  
Brian Barrett, Personnel Services Manager,  
Fisons House, Princes Street, Ipswich, IP1 1QH. Telephone: 0473 232525.

**FISONS**

### RECENTLY QUALIFIED ACCOUNTANT

W12 £25,000+Benefits

An exciting opportunity has arisen at this well-established yet expanding financial services company with diverse interests including unit trusts, pensions, life assurance and mortgages.

Your varied role will encompass financial and management accounts, project work, statutory returns and spreadsheet modeling (Lotus 1-2-3). As you will be supervising 13 staff, sound communication skills are essential.

You should be newly or recently qualified, micro-computer literate and possess strong analytical skills. If you can meet the requirements of this challenging position, telephone or write quoting: Ref JW/BD.

### AN INVITATION TO A CAREER OPPORTUNITIES VENUE IN WINCHESTER

Come along on Saturday 21st January between 9.30 and 12.30 and find out about regional appointments currently on offer to qualified and experienced accountants.

Our locally based consultants will be on hand to discuss in confidence your next career move at The Saxon Hotel, Worthy Lane, Winchester.

Contact our Southampton or Andover office for further details.

For further information contact:  
John Courtney Personnel  
2nd Floor, 100 Newgate Street,  
London EC1A 7AA. Tel: 01-240 2222

For further information contact:  
John Courtney Personnel  
2nd Floor, 100 Newgate Street,  
London EC1A 7AA. Tel: 01-240 2222

### EXCITING NEW VENTURE

£21,000

Bath College of Higher Education has recently been incorporated as an independent body. Future prospects are excellent for this new organisation because of a strong portfolio of courses set in highly attractive sites all within the general location of Bath. It also offers an exceptional opportunity to a young qualified accountant in a key position as Financial Controller.

You will have responsibility for establishing a finance department with management reporting procedures and for developing new computerised systems. You will also have the energy and enthusiasm to significantly contribute to the development of this new enterprise.

Salary is negotiable around the figure indicated according to qualifications and experience.

Please send a full curriculum vitae, in strict confidence, to:



**Accountancy Personnel**

Placing Accountants First

**Hays**

A HAYS PERSONNEL SERVICES LIMITED COMPANY

# INTERNAL AUDIT MANAGER

c. £28,000 package

National & Provincial, already a substantial player in the financial services field, has far reaching growth plans for the future. Audit Services has a key role to play in the management of our growth, and we are looking for an Internal Audit Manager with special qualities to join our enthusiastic and dynamic team.

As Internal Audit Manager you will utilise your specialist audit knowledge in the evaluation and development of new systems. Your involvement will be from the earliest stage of the development life cycle and you will act as interface between IT and user departments.

The successful candidate may either already hold a position within systems development, or as a high-calibre auditor who has had exposure to the computer audit environment and is keen to progress further, we are prepared to support you in your development within this role.

The qualities that you must bring to this role are significant experience and achievement within the profession of audit, possess excellent planning, negotiation and man-management skills.

Ideally you should be a graduate Accountant, with experience gained in the profession or wider commercial environment.

The role provides career opportunities for the right individual in a sector experiencing rapid change, growth and challenge.

Salary package is as indicated which includes a company car, immediate concessionary mortgage facilities, company bonus, attractive contributory company pension scheme and additional benefits associated with a large financial institution.

If you are interested in this vacancy, please send a detailed C.V. to Dean Marston, Recruitment Manager.

National & Provincial Building Society, Provincial House, Bradford BD1 1NL. Tel: (0274) 733444.

The Society is an Equal Opportunities Employer

MAKE A BEE-LINE FOR N&P!



**NATIONAL & PROVINCIAL  
BUILDING SOCIETY**

# ASSISTANT TREASURER

Circa £28,000+ car

Lex Service PLC is an international force in automotive distribution and retailing, contract hire and electronic component distribution, with an annual turnover approaching £2 billion and with a record of continuing growth and profitability.

Our success is based upon a commitment to, and from, our people at all levels in a culture where individuals drive their own careers through their performance.

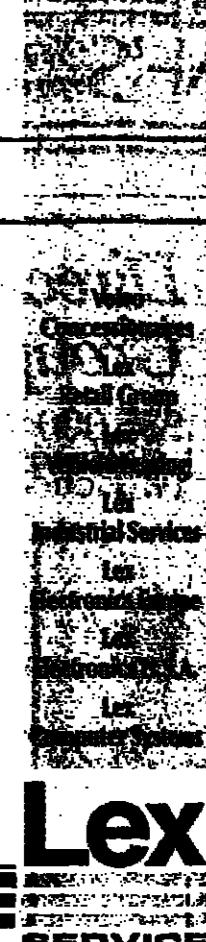
Effective international treasury management is essential to the implementation of our growth strategy and this is reflected in the demanding nature of this job.

Working at our Head Office in London, the Assistant Treasurer will complete a small, high-calibre team led by the Corporate Treasurer, and will be responsible for a wide range of Treasury tasks with emphasis on cash management, planning, administration and support services.

For the successful applicant, in addition to a competitive salary there will be a full range of benefits including a wide choice of executive car, BUPA and a non-contributory Pension scheme.

The right candidate is likely to be a Graduate, at least 30, with several years' relevant experience, probably in a corporate Treasury and possibly with an accounting or clearing bank background. Familiarity with computer applications will be an advantage. An eagerness to take and justify decisions is essential and above all, applicants must have the personality to communicate and to contribute in all senses to the team.

For further details please telephone Chris Jones, Personnel Development Manager, Lex Service PLC, on 01-723 1212, or write to him at 17 Connaught Place, London W2 2EL with a full C.V. and a covering letter.



# FINANCIAL DIRECTOR

## ADVERTISING

### Central London

As a highly autonomous part of a top twenty advertising group, our client is continuing to develop its reputation as one of the most innovative London agencies.

In anticipation of an exciting period of strategic development and the continued growth of UK billings, there is an immediate requirement for a key individual to join the senior management team.

The Financial Director will be highly independent and will report to the operating company board. With complete responsibility for the financial and administrative functions, this individual will also

### Early 30's

£35,000 + Car

provide the planning and commercial expertise that will allow them to make a positive contribution to the agency's development.

In order to meet the demands of this position, the successful candidate will be able to demonstrate an impressive post-qualified track record within an advertising environment.

This role will appeal to an ambitious and confident Controller with the technical ability and interpersonal skills to make an immediate contribution, and grow with the company into the 1990's.

Interested applicants should telephone Tim Musgrave on 01-437 0464 or write to him, enclosing a detailed CV, at the address below.

ROBERT • WALTERS • ASSOCIATES

RECRUITMENT CONSULTANTS  
Queens House, 1 Leicester Place, London WC2H 7BP  
Telephone: 01-437 0464

# DTE

## Director of Finance

### Increasing Financial Returns From Technology Exploitation

### Milton Keynes

c. £35K + bonus + car

Digital Technology Enterprises (DTE) is a unique company backed by blue chip City institutions. DTE already enjoys privileged rights to exploit MOD research and is now diversifying its technology sources. A substantial number of exploitation licences have been granted and the company is embarked on a further growth phase.

To achieve this, DTE is preparing to raise further finance from existing backers and new sources for investment in new projects. To play a leading role in achieving commercial goals, a Director of Finance is sought who in addition to managing well established accounting and management reporting systems, will:

- Develop business plans and strategies.
- Raise funds for company expansion and major projects.
- Contribute to the creation of start-up companies and joint ventures.
- Participate in company investment decisions.

The ideal candidate will have a strong corporate finance and business analysis background as well as venture capital experience. Accounting experience, preferably in high technology business, would be an advantage. Reporting to the Managing Director, he or she is likely to be a qualified accountant or MBA in the age range 30-40 with a creative, entrepreneurial approach.

The benefits package includes a salary around £35,000, performance related bonus and car. Relocation assistance may be available.

Write in confidence to John Gregory at John Courtney and Partners, Selection Consultants, 855 Silbury Boulevard, Central Milton Keynes MK9 3BD, demonstrating your relevance clearly and quoting 5187/PT. Both men and women may apply.

**JCEP**  
Management  
Selection and  
Search  
London, Milton Keynes, Winslow

# GROUP FINANCIAL CONTROLLER £35k + CAR VICTORIA

The Focus Group of companies is a young, rapidly expanding enterprise in the area of magazine publishing and exhibition management. It is committed to continued growth both organically and by acquisition and to this end has established the financial support of a major public company.

The requirement is for a Group Financial Controller reporting to the Group Financial Director. Candidates must be qualified accountants with a successful track record, ideally in the publishing field, excellent communication skills and a high level of commercial acumen and the necessary qualities to develop computer based accounting and management information systems.

Applications in writing please to:

**FOCUS  
INVESTMENTS**  
Magazines • Events • Marketing

Brendan McGrath  
(Group FD)  
Focus Investments  
Ltd  
Greencoat House  
Francis Street  
London SW1P 1DG

# Financial Controller

Gloucester

c.£30,000 + car &amp; benefits

This established organisation involved in the provision of an extensive range of products and services for both the agricultural and retail industries is looking to improve its already strong market position. With current annual turnover approaching £80m, future plans include further acquisitions, additions to the product range and enhancement of computerised administration systems.

Operating as a key member of the senior management team you will report directly to the Chief Executive. You will have a challenging role - planning and co-ordinating all financial, accounting and forward budgeting activities, reviewing strategic options and actively contributing to growth. You will be supported in these tasks by an already effective account department.

You will be a Qualified Accountant, preferably Chartered, in your late thirties - strong in financial management whilst commercial in

business outlook. Practical experience will have been gained in industry or commerce. Drive, enthusiasm and a flexible approach are essential qualities.

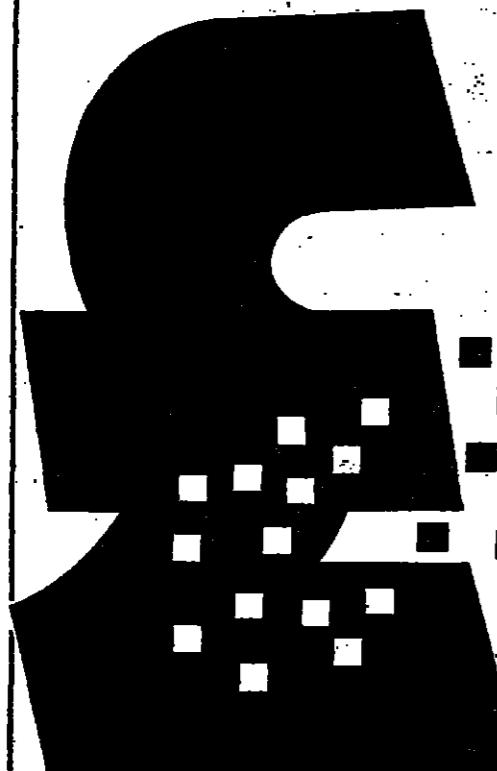
The remuneration package, which includes a quality company car, reflects the importance of this senior position. Opportunities will exist for further career development and progression.

Please send full personal and career details in confidence to Stephen Bailey, quoting reference 6002/FT on envelope, letter or fax (021-200 2329).

**Deloitte  
Haskins + Sells**

Management Consultancy Division  
35 Newhall Street, Birmingham B3 3DX

IS YOUR CAREER DEVELOPMENT  
DUE FOR REAPPRAISAL?



If you feel you can meet the challenge this position will provide, send a full C.V. to:-  
**DAVID SWIFT, HEAD OF PERSONNEL,  
SCOTTISH DEVELOPMENT AGENCY,  
120 BISHWELL STREET,  
Glasgow G1 1JL.**

Your application should be received within the next 14 days and should quote reference number FIN7/FT1.

## HEAD OF FINANCIAL PLANNING AND ANALYSIS

STARTING SALARY UP TO £28K

You will have knowledge or experience of the financial appraisal of projects including joint public/private sector ventures and investments. This will require well developed skills in investment appraisal and in the analysis of financial packages.

Reporting directly to the Director of Finance and Information, an immediate task will be to recruit key support staff to this new Division. A wide range of academic backgrounds would be appropriate but an MBA would, for example, be relevant. The critical requirements, however, will be your business aptitude and relevant experience.

This vacancy will provide an ideal career development move for a young manager seeking to work in an exciting and demanding environment.

We will offer the successful candidate an excellent benefits package with a starting salary negotiable up to £28K. Scope for progression beyond this will be considerable and will be performance related. Other benefits will include:

provision of a leased-career contributory index-linked pension scheme and, where appropriate, relocation expenses.

An Equal Opportunities Employer.



Scottish  
Development  
Agency

# Personal Tax Specialist

Major International Practice  
North of England

To £32,000 + car

Our client is a major international accountancy practice with an unrivalled reputation for excellence and is considered by many to be the leader in its field. Their client list includes many of the most influential PLCs and subsidiaries of overseas companies operating in the UK. Its style, culture and forward-thinking approach to both clients and its employees have resulted in significant expansion which has outstripped its rivals' performance in recent years. In this stimulating environment they are now seeking a high calibre Personal Tax Specialist.

This key role entails responsibility for a varied and complex portfolio of prestige clients. The planning content will be considerable and in many cases will involve elements of international taxation. A significant part of the appointment will be to continue to develop this area of the practice.

The successful candidate will be a qualified accountant or solicitor, aged 28 to 35, with at least three years' exposure to Personal Taxation which will have been gained in a public practice environment. Equally, fully trained Inspectors of Taxes with experience in a major accountancy firm will be considered.

In either event, applicants must possess self-confidence and imagination and be able to demonstrate excellent interpersonal skills. This is an exceptional opportunity supported by an excellent salary and benefits package. Long term career potential will be significant for candidates of the highest calibre and integrity.

If you are interested, please telephone Smart Adamson FCA or Graham Thompson on 0532 451212 or send your cv in confidence to Adamson & Partners Ltd, 10 Lisbon Square, Leeds LS1 4EY.

**ADAMSON & PARTNERS LTD.**

Executive Search and Selection

# UK Financial Controller

Surrey

c.£30,000 + bonus + excellent benefits

Backed by a major plc, our client is the subsidiary of an international group, and a market leader in its highly competitive sector of the service industry. Annual turnover is running in excess of £250 million and there are ambitious plans for growth in the UK and in Europe.

Reporting to the Finance Director, you will be responsible for all aspects of financial planning and control in the UK businesses. There is a young senior management team and you will be involved in a variety of "ad hoc" projects as the business grows.

Probably around 30, you will be a qualified accountant with a strong track record in either the profession or in commerce. You must be able to communicate well with people at all levels and be thoroughly commercial in your approach. The potential for career and salary progression within this fast growing group is excellent.

Please write in confidence to John Cameron, quoting reference C114, at 84/86 Grays Inn Road, London WC1X 8AE. (Telephone: 01-404 5971).

**CAMERON · SIMPSON**  
Consultancy · Search · Selection

**SENIOR  
INSOLVENCY  
MANAGER**  
**LEONARD CURTIS & CO**  
(LONDON) are looking for a high calibre applicant who must be fully experienced with particular reference to administrative receiverships and creditors' voluntary liquidations. A full market rate package is offered. All replies will be treated in the strictest confidence.

Write Box A1109, Financial Times, 10 Carlton Street, London EC4P 4BY

**FINANCIAL  
CONTROLLER**  
£16,000 +

**PUBLIC COMPANY  
SERVICE SECTOR  
MUST HAVE  
MANAGEMENT  
EXPERIENCE  
URGENT**  
Tel: 255 1879

**AUDIT POSTS**  
c.£30,000

**Audit Managers & PAs**, sought by respectable medium to small firms of chartered Accountants in Central London. Please contact: David Paton on 01-580 5522; alternatively write to:

Executive Search Division,  
Hynes Associates Ltd, Wells  
House, 77-79, Wells Street,  
London, W1P 3RE.

# FINANCE DIRECTOR DESIGNATE

Southampton c.£30,000 + car + bonus

Our client is a privately owned travel agency and tour operator with its head office in Southampton. Significant expansion is anticipated over the next few years and a finance director is required to assist the managing director in the proper control of that growth and in the exploitation of new business opportunities.

Responsibilities within this newly computerised environment will cover the whole range of financial reporting and control with a strong emphasis on money management. Promotion to full finance director is anticipated within twelve months.

Ideal candidates for this position will be qualified accountants with four or five years experience to a controller level in a fast moving but highly disciplined consumer service environment. Extensive general management involvement will be required and appropriate skills will be essential.

Please send brief personal and career details, in confidence, to Douglas G Mizon quoting reference F/929/M.

**Ernst & Whinney**  
Executive Recruitment Services  
Becket House, 1 Lambeth Palace Road, London SE1 7EU.

# Brewer Morris

Pure Taxation Recruitment

**SENIOR TAX ACCOUNTANT** Up to £30,000 + CAR  
TELECOMMUNICATIONS

Our client is an International Telecommunications group currently experiencing significant expansion. The head office tax function is at present six strong and is responsible for the tax affairs of the group worldwide.

They seek an A.C.A. / A.C.C.A. with 2-3 years corporate tax experience. The position will involve responsibility for UK and overseas compliance. Reporting to the group Tax Manager, and will demand significant input into ad-hoc projects such as advising on the group's expansion and re-structuring.

**TAX MANAGER** c.£50,000 + CAR + BENEFITS  
INTERNATIONAL BANK

Operating in over 40 countries worldwide, our client ranks among the leading financial institutions in the world. The Group provides the range of retail and wholesale banking services as well as a worldwide merchant banking service.

As the most Senior European Tax Specialist, the Manager will formulate and implement regional tax policy, provide tax advice on all aspects of the regions activities and have total responsibility for 10 staff.

Suitable applicants will have c. 10 years tax experience and be an A.C.A., Solicitor, Barrister or Ex-Inspector of taxes.

**TAX ADVISOR** c.£28,000 + CAR + BENEFITS  
UK PLC

This International retail group ranks among the UK's 40 top companies with a turnover approaching £2 billion. The taxation department is responsible for the complete range of planning and compliance, and has a high profile within the group.

They seek an A.C.A. with c. 2 years corporate tax experience within an international firm, to work on a variety of ad-hoc projects including joint ventures, acquisitions, investments and selected overseas work.

For further information contact

**MARK BREWER OR NICKI CORNER**

ON (01) 353 6405

or write to:

**Brewer Morris, Ludgate House,  
107 Fleet Street, London EC4A 2AB.**

# THORN LIGHTING

## MANAGEMENT ACCOUNTANT

**S. Herts Border**

c.£24,000 + fe car + bonus potential

With a turnover approaching £500 million and interests worldwide, Thorn Lighting are the UK market leaders in the design, manufacture and marketing of lighting solutions. A subsidiary of Thorn EMI, they are successfully implementing an intensive programme of overseas investment and acquisition.

An exceptional opportunity has therefore arisen within the International Division for an ambitious and proactive individual to make a positive contribution to this growth-oriented business. Reporting to the Finance Director of the division, a prime responsibility will be the consolidation of the overseas returns involving liaison with all subsidiaries within the region to ensure an effective overview of accounting activities and financial control. It is envisaged that occasional travel within the international network will be necessary to achieve success within this technically demanding role.

To take up the challenge, you will be a qualified accountant, computer-literate and able to demonstrate excellent communication skills at all levels. You will ideally have a sound commercial background, and any experience gained within a large manufacturing environment would be particularly advantageous.

In return the company are offering a competitive range of benefits including a comprehensive relocation package. For an initial discussion, telephone Maria Sutcliffe on 0727 35116 (out of hours 0727 56986), or alternatively forward your CV to the address below.

**MANAGEMENT PERSONNEL**  
Eclipse Court, Half Moon Yard  
14b Chequer Street, St. Albans  
Herts AL1 5YD

**Management Personnel  
RECRUITMENT SOLUTIONS**  
LONDON · GUILDFORD · ST. ALBANS · WINDSOR  
NEWBURY · BRISTOL · CAMBRIDGE

# CHIEF ACCOUNTANT

**London**

**£ 26 000 + car**

This commercial company is the subsidiary of a french group specialising in the export of industrial products worldwide and is seeking a chief accountant to enhance its organisation. He will cover a wide range of responsibilities including treasury, budgets as well as accountancy functions.

The successful candidate will preferably be aged about 35, with an accounting background and legal qualifications. This position requires good communication skills, maturity and the energy necessary to contribute effectively at this senior level; you may already occupy a similar position or be assisting a company secretary in his duties.

To apply, please send your detailed CV with the reference 1A 1215-8 to E.T.A.P. 71, rue d'Auteuil 75016 Paris - France

All applications will be treated with the strictest confidence.

MEMBRE DE SYNEC

**etap**

71 rue d'Auteuil 75016 Paris

# Management Accountant

c.£25,000

This is a high profile and prestigious international transportation organisation whose 15 profit accountable units generate a turnover of £250 million.

They now wish to appoint a qualified management accountant to become responsible for forecasting, budgeting, management reporting and financial control. The position will involve further development of the PC based and mainframe systems and a leading role with unit general management to secure the benefits available from more effective use of financial planning and budgetary control. There is a department of 12 to manage, some of whom are part qualified.

Applicants should be ACMA's (or equivalent), aged mid/late 20's with sound experience of budgeting, reporting and control gained in another service sector, commercial or industrial organisation. The position requires the ability to relate to an interesting and important organisation and work effectively alongside general management.

Location - Central London.

Please reply in confidence quoting reference L388 to:-

Brian Mason  
Mason & Nurse Associates  
1 Lancaster Place, Strand  
London WC2E 7EB  
Tel: 01-240 7805

**Mason & Nurse**  
Selection & Search

## Director of Finance & Systems Development

c.£35K + performance related pay

Diversity and challenge in a leading Health Authority

Our client, Bloomsbury Health Authority is a large, inner-city authority catering for the varied needs of a diverse spread of residents, visitors to London, and those referred as patients from outside of the District.

Maintaining the highest standards of health care in this complex environment calls for strong direction in all areas. With a revenue budget of £145m, a capital programme of £7.5m and considerable investment in Information Technology, an effective financial strategy is key to this success.

Join them and your brief will be to ensure they continuously maximise resources to greatest effect. The role will be a demanding one; as well as the development of its financial strategy and the provision of financial advice

you will be a full member of the Authority's management board. The professional leadership of Unit based finance staff and the direct management of over 100 staff in both the Finance and Computer Services Departments will be your responsibility.

The man or woman appointed must be a qualified accountant with the managerial and professional ability needed to meet these challenges successfully, and wide experience gained in a large and complex environment.

Send your cv to John Faith at Austin Knight Selection, 20 Soho Square, London W1A 1DS. Alternatively, ring him on 01-439 5760 (01-256 6925 evenings/weekends) for an initial discussion and/or application form.

Ref PS/JF/89.

**Austin Knight Selection**

## APPOINTMENTS

### ADVERTISING

For further information call 01-248 8000

**Candida Raymond**  
ext 3351

**Deirdre McCarthy**  
ext 4177

**Paul Maraviglia**  
ext 4676

**Elizabeth Rowan**  
ext 3456

**Patrick Williams**  
ext 3694

**Patrick Sherriff**  
ext 4627

## Financial Controller

SW ESSEX, c.£40,000 PACKAGE + CAR

As a dominant market leader in the national vehicle distribution industry, and the largest member of a UK based European group, this profitable company has grown strongly in recent years and is approaching a turnover of £40m. Further growth and business diversifications are planned.

A key to the company's success is the strict adherence to sound business principles. Consistent with this to strengthen the management team, the company now wishes to recruit a strong and effective Financial Controller to ensure appropriate financial disciplines are followed. As a member of the

senior management team you will be required to actively contribute to the commercial direction and management of the company and your success will lead to a directorship and ultimately a general management role.

You will be a qualified accountant and under 35, with well developed commercial skills and an excellent record of progression in the finance function from within the distribution field or industry in general. The need to influence and advise colleagues within this hands-on environment calls for a person with a strong personality in

addition to good interpersonal skills. Résumé, with day time telephone number and current salary please, to Chris Haworth, ref: CH94, Coopers & Lybrand Executive Resource Limited, Shelley House, 3 Nettle Street, London EC2V 7DQ.

**Executive Resourcing**

**Coopers & Lybrand**

## CREATIVE CORPORATE AUDITORS

### Join a team with a newly defined mission in corporate review.

The NFC is Britain's biggest and most diverse freight transport, storage and distribution company, with substantial property and travel activities and rapidly expanding interests throughout the UK and overseas.

Incorporating many household names such as Pidfords, BRS, National Carriers and others, our story has been one of extraordinary growth and commercial success.

The Group's structural evolution and organisational development has led to the creation of a central Corporate Audit team whose mission has been broadly defined to embrace a wide range of NFC activities. The team will be multi-disciplined, with a brief to take a creative approach to reviewing the Group's operations which currently turns over close to £1,000 million in the UK alone. Most assignments will start with a clean sheet and will demand conceptual thinking of a high order. In return, this exciting programme offers outstanding experience and employment rewards.

There is an immediate need for the following categories of staff:

#### COMPUTER AUDIT MANAGER

One of the two most senior support positions. The successful candidate will probably come from a DP/TIT

The broad scope of Corporate Audit will provide a deep insight into the NFC organisation and offer numerous options for career development. The package is a generous one including competitive salaries, profit related bonuses, profit sharing, contributory pension scheme, a company car and (where necessary) relocation expenses.

**NFC**

If any of these opportunities strike a chord, please write with your cv to Mrs Anne Yeomans, Personnel Manager, NFC plc, The Merton Centre, 45 St. Peters Street, Bedford MK40 2UB.

## Financial Controller

Greater Mcr/Merseyside Border

to £25,000 + Car + Benefits

Our client is a £3.5m t/o subsidiary of a major US multinational corporation. The subsidiary specialises in the distribution of branded products to the automotive industry and they will form an important link in an international divisional structure operating in the deregulated European market.

They now seek an ambitious, business orientated, young Accountant to assume responsibility for all aspects of the financial and commercial information systems. Reporting to the Managing Director the role will involve liaison with European Headquarters in Paris regarding financial, taxation, personnel and legal matters. This is seen as an initial position in a long term career within a dynamic international group and you will



**Michael Page Finance**

International Recruitment Consultants

London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

## ACCOUNTANCY ROADSHOW

GROSVENOR HOTEL  
BUCKINGHAM PALACE ROAD  
VICTORIA, LONDON

WEDNESDAY  
25TH JANUARY  
FROM 6.30 PM



You might be a qualified Accountant with ten years experience, or just starting out in the Accountancy world.

Whatever your background, you can be assured of a warm welcome at our Xpert Accountancy Roadshow.

This is an exciting opportunity to come along and talk to the people who specialise in the Accountancy business, and discuss your career expectations.

If you are unable to attend this open evening, you can still talk to the Xperts on

01 828 9919

**Xpert Accountancy**  
201 VICTORIA STREET  
LONDON

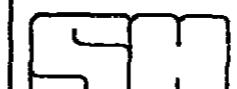
## Company Secretary/ Financial Administrator

£25,000 - £30,000 plus car and benefits

A highly reputable name in the chartered surveyors/ estate agency sector, our client is a small, privately owned company which specialises in acquiring and selling shops. The company has a turnover of approximately £1.8 million and employs some 30 people. A Company Secretary is now sought to control all financial matters and to take charge of administrative and managerial duties. The scope of the role will depend on the individual appointed, but will certainly include taking minutes at board meetings, operating the computer system and managing the accounts department on a day to day basis.

The successful candidate will be a qualified accountant with experience of, or interest in, general management duties. Computer literacy and a good working knowledge of, or the ability to learn, accounting techniques are essential. Experience of the property industry would be an advantage. Candidates should be flexible and intelligent and must be happy to work in a small team. Career development, particularly in the realm of property management, is possible, and advancement will only be limited by the ambitions and abilities of the candidate.

Please write, in confidence, to Kelly Honda at the address below, quoting reference SHA/1234.



**Stoy Hayward Associates**

MANAGEMENT CONSULTANTS, EXECUTIVE SELECTION DIVISION, 3 BAKER STREET, LONDON W1M 1DA

A member of Horwath & Horwath International

*...a unique opportunity in a £5 billion business...*

## General Manager – Finance

*London*

*c.£60,000 + benefits*

Our client company has assets of £5 billion and faces exciting commercial challenges in the coming years. Following restructuring, sound financing methods and excellent relations with the City will be required to ensure continued growth. The changes currently taking place provide a unique opportunity to establish the finance function of this major company.

Reporting directly to a senior Board member, your responsibilities will cover the accounting, management reporting/financial planning and treasury functions, each of which has its own Department Head. You will oversee the management of some £1 billion of short, medium and long term debt, making extensive use of the international capital markets. You will also handle a complex insurance risk, corporate tax and ensure compliance with regulatory authorities.

As a qualified accountant in your early forties, you will relish

the prospect of a total financial management role with a strong treasury bias. You will have gained substantial experience at a senior management level in a large public company. A full understanding of accounting developments and good financial planning skills are essential requirements.

An attractive remuneration package will include an achievable performance-related bonus of up to 20%, quality car, private health insurance and pension scheme.

Please reply to Christopher Evans, advisor to the Board, in strict confidence with details of age, career and salary qualifications, quoting reference 5194/FT on plain envelope and letter.

**Deloitte  
Haskins + Sells**

Management Consultancy Division

P.O. Box 198, Hillgate House, 28 Old Bailey, London EC4M 7PL

## Corporate Financial Management

### International Oil & Gas

**London Based**

*c.£32,000 + Car*

We are acting on behalf of a well-known US multi-national energy corporation which is currently, through its British subsidiaries, expanding and diversifying its international exploration & production activities through a positive acquisitions programme and an aggressive approach to exploration. The Company has an excellent reputation as a North Sea operator and as an employer.

A key role is to be established in the Finance group, for a qualified Accountant, to manage all aspects of the Company's international corporate accounting function. The incumbent will be responsible for co-ordinating financial accounting and reporting for world-wide exploration and production operations outside North America.

The position requires a high degree of relevant technical accounting knowledge, gained preferably in a multinational environment, plus well developed supervisory and communication

skills to achieve the high level of managerial capability demanded.

This position offers good career prospects and an excellent salary and benefits package. This includes a London Allowance, Pension Plan, free life assurance and free BUPA. A fully expensed company car will be provided.

Applications are invited from individuals who are confident of making an immediate contribution to an expanding organisation and playing a significant part in shaping its direction.

To find out more about the opportunity and the organisation please telephone Gerard Davies on 01-831 2000 or 01-367 6412 (evenings and weekends) or write to him at: Michael Page Finance, Executive Division, 39-41 Parker Street, London WC2B 5EL. Neither names nor details of respondents will be disclosed to the client without express permission.

**Michael Page Finance**

International Recruitment Consultants  
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

### GROUP ACCOUNTANT

International group of insurance brokers seeks ACA, aged 26-32, for this broad and challenging role. Your responsibilities will range from consolidations to assisting with mergers and acquisitions.

*to £35,000 + Car*

Ref: HKM6904

### BRANCH ACCOUNTANT

UK branch of international bank seeks qualified accountant, aged 28-33, with banking experience to supervise existing accounts function and to develop and implement accounting procedures for new products.

*£30,000 + Benefits*

Ref: CSM6397

### RISK ANALYST

Young qualified accountant required by a prestigious US investment bank to monitor performance and risk within the organisation's dynamic trading division.

*to £28,000 + Bank Benefits*

Ref: HKM0870

### FINANCIAL ACCOUNTANT

*£27,500 + Bank Benefits*

Leading US bank offers qualified accountant excellent opportunity within financial accounts function, providing technical support to marketing and operations departments and responsible for accounts preparation.

Ref: SML6752

### ACCOUNTANT

*£25,000 + Benefits*

Finalist/newly qualified accountant is sought by leading financial institution. Responsibilities will include budgetary analysis and the consolidation of divisional results for presentation to Finance Manager.

Ref: SML6920

To be considered for these or similar opportunities, please telephone or write to:

**MANAGEMENT PERSONNEL**  
25 City Road, London EC1Y 1AA  
01 256 5041 (24 hours)

**Management Personnel**  
RECRUITMENT SOLUTIONS  
LONDON • GUILDFORD • ST. ALBANS • WINDSOR  
NEWBURY • BRISTOL • CAMBRIDGE

## Group Finance Director

*Worldwide manufacturing and distribution  
SE England*

*c.£35K + benefits*

New management is embarking on major restructuring and development of this profitable business, which manufactures and distributes well known ranges of branded products. With turnover currently around £20M the aim is to improve efficiency, increase market penetration and move towards an ultimate flotation.

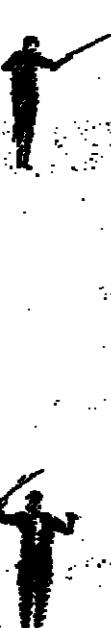
Working closely with the Managing Director, the Group Finance Director will play a key role in facilitating change. New financial systems, control of worldwide accounting activities and broad commercial strategy implementation will all be involved.

Candidates will be Chartered Accountants aged 30-40, with manufacturing experience in branded products. Commercial drive, independence and tough mindedness will be essential, together with experience of new system implementation within international organisations.

A salary and bonus package is negotiable around £35K plus car and other executive benefits including possible future equity participation.

Please write with full career details to Alan Forrest, Strategic People Recruitment, The Range, Dockett Eddy Lane, Shepperton, Middlesex TW17 9NT.

**STRATEGIC PEOPLE  
RECRUITMENT**



### APPOINTMENTS

#### ADVERTISING

Appears every Wednesday and Thursday  
for further information call 01-248 8000

Deirdre McCarthy  
ext 4177

Paul Maraviglia  
ext 4676

Elizabeth Rowan  
ext 3456

Patrick Williams  
ext 3694

Candida Raymond  
ext 3351

## GROUP COMPANY SECRETARY

High Wycombe from £30,000 + bonus

This long established fabrics and furniture group, which incorporates brand names such as Parker Knoll, has achieved excellent growth to a turnover in excess of £80m.

The present Group Company Secretary will be retiring in 1990 and it is intended that there will be a lengthy handing over period.

You will be responsible to the Chairman and will be involved in many day-to-day business, legal and financial activities, which will entail working closely with directors and other senior management. Responsibilities will include dealing with pension and other personnel benefit schemes, insurance, property purchase/management and the usual corporate matters for the holding company and a number of subsidiary companies.

Probably aged around 40 you should be a professionally qualified lawyer, chartered accountant or chartered secretary with relevant broad based experience gained in a public company.

To apply, please send CV, indicating current salary to Suzanna Karoly quoting reference F/819/K.

**Ernst & Whinney**  
Executive Recruitment Services  
Becket House, 1 Lambeth Palace Road, London SE1 7EL.

### BRITISH & COMMONWEALTH MERCHANT BANK PLC

## Young Accountants wanted by a City Merchant Bank

In 1987 British & Commonwealth Merchant Bank Plc was launched as the wholly owned merchant banking subsidiary of British & Commonwealth Holdings Plc, one of the largest and most broadly based financial services groups in the UK.

With a capital base of £100 million, the bank is firmly committed to both organic and acquisitive growth and several major acquisitions have been made. As a result there are now opportunities for two qualified accountants to fill key positions within a highly motivated, professional team.

**Manager – to £28,000  
+ Car + Mortgage + Benefits**

This position carries responsibility for the planning, analysis and control of the merchant banking activities. Supported by two staff you will be responsible for providing a proactive service to the Directors of the individual banking teams.

The successful candidate will have a well developed business sense combined with good technical accountancy knowledge and the ability to manage and motivate staff.

If you are a qualified accountant, not necessarily with City experience, aged under 30 and feel able to rise to the demands of the above positions, please contact Diane Forrester ACA on 01-831 2000 or write to her enclosing a full CV at Michael Page Finance, 39-41 Parker Street, London WC2B 5EL.

**Assistant Manager – to £26,000  
+ Mortgage + Benefits**

Located in the Risk Management Unit, using the latest NPV accounting techniques, you will measure and report the profitability and positions of the Treasury and Capital Markets Group for both on and off balance sheet products.

The successful candidate will possess sound analytical and PC skills and will be able to communicate effectively.

**Michael Page Finance**

International Recruitment Consultants  
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

## Head of Strategic and Financial Planning

**Kuwait**

Our client is one of the largest, most successful and diverse privately owned groups in the Middle East. Its interests include automotive sales and service, consumer electronics, engineering, manufacturing, travel, transportation, freight forwarding, shipping and selected financial services.

The Group has highly computerised financial and management information systems with recent emphasis on PC based systems tailored to operating management needs.

Reporting to the Vice President – Finance, the successful candidate will lead a team that has overall responsibility for the planning function of the various businesses. This involves formulation of medium and short-term business objectives and strategies in conjunction with operating management, and their consolidation into corporate

**Substantial Tax Free Salary**

business plans and budgets. In addition, he will assume the controllership responsibility for central staff functions.

Candidates aged 35-45 years, should be seasoned corporate planners, preferably graduates, with an accounting qualification (ACA/ACCA/VACMA) and appropriate experience in a multi-business/multi-national environment. Experience with PC based systems and statistical forecasting techniques is required.

The position offers a substantial tax-free salary with participation in the corporate bonus programme plus normal expatriate benefits associated with a large group. Please write with detailed C.V. to G. E. Yazigi, quoting ref. B/1283/1. These will be forwarded direct to our client. Please list separately any companies to whom your application should not be sent.

**MSL International (UK) Ltd.**  
52 Aylbrook Street, London W1M 3JL

Offices in Europe, the Americas, Australia and Asia Pacific.

**MSL International**

**Alderwick  
Peachell  
PARTNERS LTD**

## Venture Capital

### Newly/Recently Qualified Accountant

*£23,000 – £25,000*

Gain a thorough understanding of Venture Capital business with one of Europe's leading companies.

After comprehensive training within a multi-disciplinary team, you will quickly move on to making investment recommendations and then to handling your own portfolio of clients. In time, there will be the chance to sit on the Board of companies in which you have decided to invest and you may occasionally travel to Europe. There will be opportunities to head up your own team within two years.

Applicants, who must be young, qualified Accountants, need not have experience in Venture Capital or Corporate Finance: more important is an informed interest in business and the personality to succeed in a demanding though highly rewarding environment.

Contact JANE EASTON on 01-404 3155 at ALDERWICK PEACHELL & PARTNERS, Accountancy and Financial Recruitment, 125 High Holborn, London WC1V 6QA.

## PORTFOLIO



## MEDIA SERVICES

FINANCIAL CONTROLLER  
London to £26,000 + car

- ▲ USM COMPANY
- ▲ EUROPEAN DEVELOPMENT
- ▲ BUSINESS FLAIR
- ▲ HIGH PROFILE ROLE

A recently qualified ACA combining exceptional energy and commitment is required by this highly successful and acquisitive USM company. You will take charge of UK commercial and financial matters prior to European expansion for 1992.

Contact Peter Green on 01-836 9502 ref. FT19A.

## FAST GROWING SERVICES COMPANY

FINANCIAL CONTROLLER  
London to £28,000 + car

- ▲ COMMERCIAL ACUMEN
- ▲ MANAGEMENT ABILITY

A strong manager able to handle a very varied and challenging role is sought by a major services company. As a young Accountant with some commercial exposure, you will be involved in strategic planning, analysis and marketing support.

Contact Peter Green on 01-836 9501 ref. FT19B.

## INTERNATIONAL FINANCE HOUSE

MANAGEMENT INFORMATION  
ACCOUNTANT  
City £30,000 + car etc.

- ▲ STRONGLY ANALYTICAL
- ▲ DRIVE AND AMBITION

A key player in the City is seeking an Accountant to drive a major systems installation project, covering management information reporting, strategy and planning. Knowledge of financial services or systems experience is preferred although not essential.

Contact Deborah Sherry on 01-836 9502 ref. FT19C.

## GROWTH USM COMPANY

SENIOR ACCOUNTANT  
London £35,000 + car

- ▲ HIGHLY CREATIVE
- ▲ MAN-MANAGER
- ▲ ACQUISITIVE

Fast growing distribution company which is planning to join the USM in the next future is looking for a strong manager to take control of the financial area and help develop the company.

Contact Liz Osborne on 01-836 9502 ref. FT19D.

## ACQUISITIVE SERVICES COMPANY

MANAGEMENT ACCOUNTANT  
West London £25,000 + car

- ▲ GROWTH ENVIRONMENT
- ▲ EXCELLENT CAREER PROGRESSION

A qualified accountant with up to 2 years PQE is sought to control Account Department and to make a major input to management information at Board level. The incumbent will be ambitious and commercially aware.

Contact Liz Osborne on 01-836 9502 ref. FT19E.

## ENTERTAINMENTS GROUP

FINANCIAL CONTROLLER  
London to £40,000

- ▲ YOUNG COMPANY
- ▲ INITIATIVE AND FLAIR
- ▲ RAPIDLY GROWING

A recently qualified accountant is required for this major leisure company to assist the FD in all financial activities. Previous commercial experience is essential as well as a bright, lively personality coupled with an ability to use initiative and to work on own.

Contact Deborah Sherry on 01-836 9502 ref. FT19F.

## CORPORATE FINANCIERS

## City c.£30,000 + benefits

- ▲ Mergers and Acquisitions
- ▲ Free ranging role

High flying commercial accountants with investigations or corporate finance experience can perform exciting, front line work covering M&A and finance raising with this major institution.

Contact Pippa Cartle on 01-836 9502 ref. FT19G.

## STRATEGIC BUSINESS APPRAISAL

## London to £38,000 + car

- ▲ COMMERCIAL
- ▲ BLUE-CHIP
- ▲ CREATIVE

An accountant aged 26-30, with strong intellectual and highly developed personal skills, will be part of a very high calibre, select team involved in consultancy assignments of a multi-discipline nature for leading blue-chip organisations.

Please forward detailed CV to Ian Tomlinson, DLCS, 410 Strand, London WC2R 0NS ref. FT19H.

BIRMINGHAM

071-233 4421

EDINBURGH

031-225 7744

GLASGOW

041-226 5301

LONDON

01-836 9501

MANCHESTER

061-236 1553

**DOUGLAS LLAMBIAS**

FINANCIAL MANAGEMENT FOR THE 21st CENTURY  
The Challenge of Project ControlGroup Financial Controller  
up to £37,500 + car

As No.2 to the Finance Director, you will be responsible for all financial services, with particular emphasis on improving corporate profitability and on treasury matters. You will be used to a high profile position, probably gained in a combination of professional practice and service industry, ideally contracting.

The job involves travel, mainly to the Middle East and Pacific Basin, and will appeal to an experienced chartered accountant still young enough to go places – in both senses!

Planned profit share in addition to large company benefits and the opportunity for personal growth completes the remuneration package.

Contact Tony Miller, quoting Ref R346.

The Acer Consulting Group, recently formed by the merger of two internationally renowned consulting engineers, Freeman Fox and John Taylor, is now a World Leader in many spheres of international project work. Operating in over 25 countries, and with a turnover of £30 million, rigorous financial management is an essential part of the Group's success.

Two key appointments now being made will strengthen this function, for work being planned to the year 2000 and beyond. Initially based in London (Victoria), both posts will move to Guildford in 1990.

To be considered for either position, please write in confidence to the appropriate consultant at the address below, enclosing a full C.V.

Project Cost Manager  
up to £25,000

Managing a small team with responsibility for cost recovery and control of multi-million pound programmes, you will be utilising computer-based systems to identify significant trends in budget variances and to communicate them to professional engineers. You should be an experienced ACA/CIMA or a younger Chartered or Certified Accountant, with project accounting experience typically in construction or property development. You will probably be in your late 20s or early 30s.

The opportunities within this large, rapidly growing group and the flexible remuneration package are extremely attractive. Contact Tony Parrott, quoting Ref R347.

## Miller, Brand &amp; Company

36 Spital Square, London E1 6DY Telephone: 01-377 5661 Fax: 01-377 5437.

FINANCE  
DIRECTOR

High-profile manufacturing market leader

Rural East Midlands  
Early/mid 30's

£45,000 package  
car and benefits

The Managing Director of this £50m+ turnover business needs to take a number of key decisions to set the company's course into the early 90's. An important element in this plan is to strengthen the Board by bringing in a tough-minded financial executive who will make a major contribution to achieving the ambitious profit and performance goals.

The company manufactures a range of quality products that are sold into the UK retail market both as branded and "own label" goods, with its main manufacturing plant in rural East Midlands. It is part of a Group that is renowned for positive marketing and clear strategic thinking, together with a bold acquisition policy supported by strong internally-managed growth.

Upon arrival, your role will be to direct and fine-tune an existing high-calibre accounting team that handles day-to-day management reporting efficiently and effectively. However, your main thrust will focus on business planning, new market developments, and the financial implications of all commercial policy decisions.

You should be a qualified and highly-successful professional, probably in your early/mid 30's. You will have a firm grasp and understanding of business, a high level of self-motivation and a personality that makes things happen. The job will be tough; there are important decisions to be made. But if you meet the challenge successfully, you will find that prospects within the Group are outstanding.

Relocation expense will be paid where necessary.

Please contact Dudley Harrop or Lawrence Barnett at our Manchester office quoting ref. no. B194



ASB RECRUITMENT LTD A Division of ASB Barnett Kinnington Plc

A £15 BILLION BUSINESS  
HEAD OF FINANCE  
CARDIFF OR LONDON

For 70 years the Export Credits Guarantee Department has helped UK exporters overcome many of the risks in selling overseas. Today it is regarded as the world's most experienced export credit insurer.

Although a separate government department responsible to the Secretary of State for Trade and Industry, it operates on a trading basis, earning its income from premium which it charges exporters for its services.

A vacancy exists to head the Finance Division. Responsible for some 55 staff (mainly Cardiff-based), you will oversee systems for producing budgets, business forecasts and trading and management accounts, as well as supervise ECGD's financial affairs and offer advice to ECGD's Board. Extensive liaison with the Treasury is required. There is ample scope to devise and implement further computer-based management information and control systems in this challenging post.

You must hold an appropriate accountancy qualification (CA, CIMA, CIPFA) and have substantial experience of financial and management accounting in Government, industry or commerce. Previous management experience must be backed by first class communication, leadership and presentation skills.

- Starting salary in range £28,170-£31,600
- Further increments depending on performance up to £36,785
- Offices in Cardiff and London
- London weighting £1,750 if based in London

For further details and an application form (to be returned by 10 February 1989), telephone Basingstoke (0256) 468551 (answering service) operates outside office hours or write to: Civil Service Commission, Alcon Link, Basingstoke, Hants RG2 1JB. Please quote ref. G/837. The Civil Service is an equal opportunity employer

**IN BUSINESS • FOR BUSINESS**

Assistant Director –  
Finance

City c.£35K plus car plus executive benefits

CNA Reinsurance is a well established fast growing subsidiary of a major US Insurance Group and is an innovative market leader for many specialist areas of business underwritten in London.

Reporting to a main Board Director, this new position offers a broad, highly visible and challenging role within the Company.

Interpretation and communication of financial data and involvement in systems development at all levels are key elements. There will also be overseas liaison which may include occasional travel.

Candidates, probably aged between 30 and 40, will be qualified accountants with a successful track record and previous experience that has ideally been gained within the City. Computer literacy is an essential pre-requisite and exposure to the reinsurance industry advantageous.

Self-confidence, commercial drive and high commitment are essential personal qualities. Early career progression will be available for the right candidate.

The executive package includes a fully expensed 2 litre car, non-contributory pension scheme, life-cover, PRP and mortgage assistance.

Please reply in confidence giving concise career, personal and salary details to: Virginia Morris, Assistant Director, CNA Reinsurance of London Limited, Fountain House, 10-12 - 135 Fenchurch Street, London EC3M 5DQ. Telephone: 01 826 3321.



## Group Chief Accountant

## Weybridge

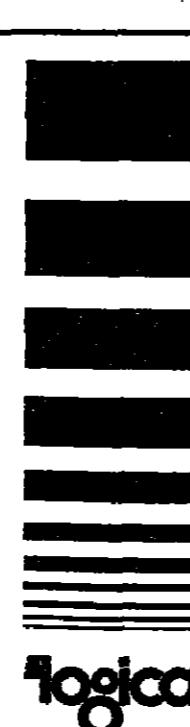
£22,500 + Car

The Newship Group (to £50m) owes its continuing success to the astute financial management of both organic growth and a policy of niche acquisitions of manufacturing and distribution business servicing customers from a wide range of industrial sectors.

Due to internal promotion, we seek to appoint a Group Chief Accountant who will assist the Group Finance Director in the provision of a range of financial information for presentation to the main board.

Suitable candidates will be fully qualified ACA or ACCA, energetic with shirt sleeve approach. The position would be of particular interest to those with 1/2 years post qualification experience and who are now looking to make their first move into industry within a diverse group offering excellent career prospects.

Please apply in writing to:  
M R Eke (Finance Director)  
NEWSHIP GROUP LIMITED  
Clive House, 12-18 Queens Road,  
Weybridge, Surrey KT13 9XB

Management Accountant  
Space and Defence Systems

## Cobham, Surrey

To £25k plus car

Logica Space and Defence Systems, a substantial company within the publicly quoted Logica Group, works in advanced Information Technology and has an international reputation. Particular specialisations are control systems, image and sonar processing and high performance hardware.

We require a qualified Accountant to run the recently formed Accounts Department. The Department's current remit includes business planning, management accounting and financial control. It is also responsible for providing a complete service to the 35 operating unit managers, with an annual turnover of approx. £30m. The remit will expand in the future, as more of the accounting function is devolved from the Corporate Department.

The successful candidate will have a degree level education and appropriate accounting qualifications, with the ability to develop into the role of Financial Manager within two years. Experience of personal computers and spreadsheets is essential and a knowledge of MOD accounting procedures would be an advantage. He/she will report to the Commercial Director and will be based in Cobham, Surrey, close to the M25/A3 intersection. Relocation assistance will be given where appropriate.

Please contact Rachael Whalley on 01-637 9111 ext. 3869 or write to her at Logica Space and Defence Systems Limited, 64 Newman Street, London W1A 4SE quoting SDS/20.

This is a re-advertisement. Previous applicants need not re-apply.

Divisional Financial  
Controller

Late 20's

Our client is a leading shipping Company operating worldwide with revenue of £500 million plus.

They are now looking to appoint an exceptional individual for the key role of Financial Controller of the Container Management Division. The division is responsible for container design, manufacture and optimisation, the positioning of containers worldwide to meet the requirements of traders and the negotiations of all leasing contracts.

The successful candidate will be a full member of the divisional management team and will take responsibility for the financial reporting

and overall control of the Division's activities.

The applicant must be a highly motivated, energetic, qualified accountant with excellent analytical and interpersonal skills. Top level management and financial accounting experience together with the ability to make a significant contribution to the Division's commercial management are also essential qualities.

To apply, please send a full CV quoting reference COB517 to the address below, stating on a covering sheet any company to whom you do not wish your details to be sent.

ROBERT MARSHALL ADVERTISING

LIMITED

44 Wellington Street, London WC2E 7DJ.

## Financial Controller

### West End

c.£28,000 + Car

Our client is a successful, rapidly growing organisation that designs, produces and markets fashion fabrics to a "blue chip" customer base in both the retail and manufacturing sectors. It is the UK subsidiary of a well-known and respected international company with offices in Australia and the United States.

The Financial Controller will report directly to the Managing Director and will be responsible for providing full financial and management information as well as developing further compensation for the company. In addition, the Financial Controller must possess proven managerial and commercial expertise to work closely with the Managing Director and assume the role of a key executive within the company.

Candidates should be qualified experienced accountants capable of making an immediate contribution to this vital role. Initiative and enthusiasm are essential as well as good interpersonal skills to work in this young and lively environment.

Please telephone or write enclosing full curriculum vitae quoting ref. 306 to:

Philip Cartwright FCMA,  
97 Jermyn Street,  
London SW1Y 6JE

Tel: 01-839 4572

Fax: 01-925 2336

**Cartwright  
Hopkins**

FINANCIAL SELECTION AND SEARCH

## Manweb

### Preparing for Privatisation

## Financial Controller

c.£40,000 + car + benefits

Chester

This is an excellent opportunity to participate in the management of change associated with a major flotation. Manweb provides electricity supplies to Merseyside and North Wales and has growing trading activities, including the retail of appliances through its network of shops, and contracting and appliance servicing. Current turnover is in excess of £740 million.

Reporting to the Finance Director and responsible for 30 employees, this is a new position created to assist both in the preparation for privatisation and the effective financial management and control of the newly created plc. The role carries

responsibility for financial and management accounting and taxation, with a major focus for 1989 on the implementation of new practices and procedures, including the enhancement of management information within a sophisticated computerised environment. With the opportunities provided by deregulation, the appointee will make a significant contribution to power purchase and power sales decision making.

Candidates should be qualified accountants, aged mid 30's to early 40's, with experience in a senior line position in a medium to large plc. Essential to the role are effective communication skills with the ability

to liaise with the Regulator and senior representatives throughout the City.

Manweb is situated in an attractive location on the outskirts of Chester. Relocation expenses will be provided where appropriate.

Candidates wishing to discuss this position further in confidence may telephone Janet Stockton on 01-378 7200. CVs (which will be discussed directly with our client), quoting reference MCS/3014 should be sent to her at:

Executive Selection Division  
Price Waterhouse  
Management Consultants  
No. 1 London Bridge  
London SE1 9QL

**Price Waterhouse**

## Financial Controller

### a player not an umpire

M4 Corridor

up to £30,000 + f/e Car

It is a relatively simple matter to recruit technically competent financial accountants. But although we obviously require excellent professional expertise, we are also insistent on first class commercial ability to complement the figure skills.

Our client is a medium sized, very successful marketing-driven manufacturing company with a record of impressive growth.

The immediate requirement is for a Financial Controller to manage the Finance and Systems Departments and generate first rate management information as well as providing practical financial advice to line managers. An important element will be to work closely with the General Manager and the rest of the management team, in developing the business.

Candidates, probably in their early thirties, should be fully qualified, either CIMA or CACA, but we would not disregard approaches from experienced individuals without professional qualifications if the mix of personality, skills and commercial awareness is appropriate. Around five years' experience in a light engineering, high volume industrial background will be necessary to fulfil this position. Just as crucial is the ability to motivate people and the personality to suit a close-knit and friendly environment.

For further information contact Philip Johnson or Malcolm Lawson on 01-734 7282 or on 0279 58682 outside office hours. If you prefer, send a copy of your c.v. quoting reference No. A1500 to Codd Johnson Harris, Management Consultants, 35 Piccadilly, London W1V 9PB.

**CJH** Codd Johnson Harris

## Assistant Group Treasurer

2.3 million BEF plus bonus and BMW  
Brussels

Based in Brussels, the corporate headquarters of a worldwide service group with operations in over 170 countries has recently expanded its global treasury operation. As a result of this expansion and of internal promotion, a new position has been created for an Assistant Group Treasurer. Reporting directly to the Group Treasurer you will actively contribute to the further

development of the treasury function with the focus on: debt management, interest risk management and EMS related forex.

Ideally aged in your late 20's to mid 30's, you will have gained your experience through either the corporate and forex departments of a bank or in the treasury function of a major international corporation. Experience of using spreadsheets

will be a considerable asset in this role.

Please apply by forwarding a full CV, stating current salary to No E. Wetsels, Manager, Human Resources Consultancy, quoting reference MCS/1016 at Price Waterhouse, Boulevard de la Woluwe 62, 1200 Brussels, Belgium.

**Price Waterhouse**

## Financial Controller

£Multi-Million Media Group

c. £25,000 plus Car

Following a period of re-organisation and the formation of a joint-venture company, geared to increasing their European presence, this c. £300 million British Group enjoys massive market penetration throughout the outdoor advertising arena. Operating within the Group, our client is responsible for some c. £70 million international media spend and is a major contributor to Group profit.

A Financial Controller is sought to take total management responsibility for ensuring the smooth running of the finance function and its timely/accurate reporting procedures.

However, this is not a 'number crunching' role. It is a key position, reporting to the Commercial Director and involves exposure to all aspects of the business. Therefore, a recently qualified accountant is sought, capable of conducting ad-hoc projects which will directly influence the success and profitability of the division.

Career opportunities are outstanding both within the division and throughout the group.

To discover more, start by telephoning Maxine Lester on 01-638 1711 or write to her enclosing full career details.

**MERVYN DINNEN ASSOCIATES**  
FINANCIAL CAREER AND RECRUITMENT CONSULTANCY

46 MOORGATE, LONDON EC2R 6EL TEL: 01-638 1711

## Corporate Financial Analysis

### International Oil & Gas

#### London Based

To £28,000 + Car

We are acting on behalf of a well-known US multi-national energy corporation currently, through its British subsidiaries, expanding and diversifying its overseas operations through a positive acquisitions programme and an aggressive approach to exploration. The company has an excellent reputation as a North Sea operator and as an employer.

Forming part of the central Financial Management group, the Financial Analysis department comprises a small, high-profile professional team responsible for providing a comprehensive financial analysis and management reporting function, embracing both UK operations and the activities of exploration and production subsidiaries worldwide.

As a key member of this team, reporting to the Manager, Financial Analysis, you will be actively involved in the preparation and presentation of management information up to Board level. Budget preparation and evaluation, along

with financial and acquisition analysis form a major part of your role.

You will hold an appropriate degree and/or professional qualification, be PC literate, and will have had at least 5 years' previous oil industry experience combined with strong interpersonal skills enabling you to deal with all levels of management.

This position offers good career prospects and an excellent salary and benefits package. This includes a London Allowance, Pension Plan, free life assurance and free BUPA. A fully expensed company car will be provided.

To find out more about this opportunity and the organisation please telephone Gerard Davies on 01-831 2000 or 01-367 6412 (evenings and weekends) or write to him at Michael Page Finance, Executive Division, 39-41 Parker Street, London WC2B 5LH. Neither names nor details of respondents will be disclosed to the client without express permission.

**MP**  
Michael Page Finance  
International Recruitment Consultants

London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

## Director of Internal Audit

Bracknell  
Negotiable from £40,000  
with excellent benefits

Since obtaining its full listing two years ago, our client has experienced considerable expansion and success. Current turnover is well in excess of £500 million p.a. with operations in over 60 countries. Recognising the need for a strong and influential Internal Audit department to help the company realise its plans for further growth, they wish to appoint a Director of Internal Audit whose brief will be to enhance and develop the existing audit strategy and function.

Managing the centralised Internal Audit department, you will be required

to improve its quality and efficiency and to critically examine existing systems and procedures, making recommendations where appropriate. It is envisaged that more than 20% of your time will be spent travelling.

A qualified accountant with at least five years post qualification experience, you are either working in practice or, more likely, currently hold a senior Internal Audit position, ideally within a Service Sector company. Change orientated, you are a diplomatic and effective communicator and able to

motivate and lead a professional team. The position offers excellent benefits including bonus and options schemes, non contributory pension scheme and two company car scheme.

Candidates wishing to be considered for this position may either telephone Susan Ryder on 01-378 7200 or write to her quoting reference MCS/9006 at Executive Selection Division Price Waterhouse Management Consultants No. 1 London Bridge London SE1 9QL.

**Price Waterhouse**

## Corporate Finance

### Executives

c.£30,000 Package

The directors of a major European investment bank seek applications from professionally qualified accountants, lawyers and M.B.A's seeking a first move into the world of corporate finance.

Applicants must possess a good degree and an excellent track record. Experience gained in corporate investigations or company commercial legal matters would be an advantage.

In the first instance please contact Roger Tipple, who is retained to provide full background information and to arrange an initial selection interview.

**the fleet partnership**

## Group Finance Director

PLC - INTERNATIONAL OPERATIONS  
MIDDX, c.£50,000

With a distinctly high class image, this group is engaged in music publishing and musical instrument manufacture. Its worldwide marketing and production operations, with principal activities in the UK, Germany, France, USA and Japan, generates a turnover of about £50 million. It is profitable and future development opportunities are assessed to be good.

As Finance Director, you will contribute to improving further the Group's performance both of the strategic and operational levels. Functionally, you will develop and

maintain rigorous financial disciplines across the Group. You will need to pay particular attention to management information and controls, financial analysis, treasury and information technology systems.

You will almost certainly be a qualified accountant, over 35, and well experienced in all facets of the financial function. You must have held a senior position in a manufacturing environment, preferably with an international dimension. The need to influence and advise colleagues calls for a person of some stature, in

addition to well developed interpersonal skills.

Résumé, with daytime telephone number please, to Chris Howlett, Ref: CH1986, Coopers & Lybrand Executive Resourcing Limited, Shelley House, 3 Noble Street, London EC2V 7DQ.

Executive Resourcing Coopers & Lybrand

## HEAD OF COMPLIANCE LONDON

Excellent Compensation  
+ Banking Benefits



SEARCH AND SELECTION CONSULTANTS

## Group Finance Director

Middlesex

c £40,000 plus benefits

Our client is a successful fine fragrance and cosmetics marketing and distribution group. Its portfolio includes some of the most prestigious international brands. Turnover is currently in the region of £11 million and with the recent acquisition of an established manufacturer the Company is now positioned for solid growth.

The position of Group Finance Director is newly created and entails complete responsibility for finance, administration and operations. It is definitely a 'hands on' role which calls for involvement in detailed operational issues as well as a major input to strategic management.

**MSL International**

You will be a Chartered Accountant, probably aged 35-45, with an impressive track record of financial management success - preferably within the f.m.c.g. manufacturing sector. Direct experience of computer systems development will be essential.

The position carries a competitive remuneration package and offers long term potential to a candidate who is prepared to deliver sustained commitment. Equity participation will be discussed once achievements have been made.

Please write - in confidence - to Nigel Bates FCA, quoting ref. B.34044.

MSL International (UK) Ltd,  
32 Aybrook Street, London W1M 3JL.  
Offices in Europe, the Americas, Australia and Asia Pacific.

## Major International Advertising Company GROUP FINANCIAL CONTROLLER

Central London

To £28,000 + Car + Benefits

Our client is a highly successful group of companies headed by one of the country's top 25 advertising agencies. With billings in excess of £80 million, and a long-term business strategy based upon a selective start-up and acquisition policy, the organisation is anticipating continued rapid expansion.

In line with the Company's plans for further growth and their listing on the stock exchange, they are currently seeking to strengthen their Head Office Accounting team with the appointment of a Group Financial Controller.

Working with the Group Finance Director and sharing control of a department of 18 you will assume responsibility for:

- Competitor analysis
- Mergers and acquisitions
- Corporate strategy
- Special investigations
- Management reporting and accounting
- Financial appraisal

Candidates will be ambitious qualified accountants, probably Chartered, aged 24-29. This is an excellent entry point into a rapidly expanding organisation with promotional prospects that extend right through to Directorship level.



Interested applicants should contact Gerald Whiting or Simon Hewitt on 01-488 4114, or write to them, enclosing a comprehensive CV, at Mervyn Hughes International Ltd, Management Recruitment Consultants, 63 Mansell Street, London E1 SAN. Quoting Ref: A242.

## Financial Controller

Central London

To £40,000  
+ car

Positively directed, purposefully managed and highly profitable this noted UK financial services group is constantly searching for new commercial opportunities.

Working closely with a young Finance Director the new Financial Controller will assume responsibility for an extremely diverse range of operational activities. Included in these will be budgeting and planning, tax strategy, treasury and cash flow management. Full reporting responsibility to the Stock Exchange and Senior Management will be required as well as playing an active role in a variety of acquisition investigations.

Suitable applicants will be graduate ACA's aged approximately 30 years. Management skills linked with sound technical competence will represent an ideal blend of essential qualities. For further information please contact Roger Tipple, who is retained to advise this highly original and successful company.

**the fleet partnership**

Financial Recruitment Consultants, 37/41 Bedford Row, London WC1R 4JH. 01-331 1101 (24 hours). Fax: 01-331 4204

## EXCELLENT OPPORTUNITY IN A MAJOR UK MULTINATIONAL

## Financial Controller

Crawley, Sussex

To £33,000+Car+Relocation

Our client is a major subsidiary of one of the UK's top 100 multinationals with a group turnover easily exceeding £1,000 million pa. The subsidiary itself is engaged in the design and construction of industrial plant with around 600 staff and an annual turnover approaching £50 million. The company has an excellent reputation and is a market leader in its field.

The Financial Controller will take full control of the finance function and a department of 15 staff. Responsibilities will include monthly Board reports, statutory accounts, monitoring contracts in progress, budgeting, planning, systems development and cash management. There will be an emphasis on improving financial control and further developing management information. As a

member of the executive committee you will be expected to make a full contribution to the overall management of the business. You will report to the Group Finance Director and career prospects are excellent.

Candidates for the position should be qualified accountants with line management experience in a project accounting environment and are likely to be aged 28-35. Experience of improving management information, the exercise of strong financial control over a business and any other areas of the job description above will be advantageous.

Please send your career and current salary details, together with a daytime telephone number, to Barry C Skates at our Maidenhead office.



Search, Selection & Management Consultancy

## FINANCE DIRECTOR - CONTRACTING WITH A STRONG COMMERCIAL BIAS

North East England

Salary in Excess of £35k

Our client, a major engineering subsidiary of a substantial public group, wishes to appoint a finance director to be based in its headquarters in the North East of England. Candidates, aged between 35 and 50, must be qualified accountants.

Applicants will bring recent practical experience of the contracting industry, and be able to demonstrate achievement in tendering for and negotiating multi-million pound contracts.

The successful applicant will be directly responsible for the commercial and financial functions, be involved in the development of marketing strategy and

will provide advice and guidance on a day-to-day basis to operational directors. Experience of both overseas operations and acquisitions would be an advantage as growth is an important component of the company's strategy.

The Company will provide an attractive remuneration package, including a negotiable salary, car and relocation costs. The group can provide career opportunities in the longer term.

If you feel you meet these requirements, please write in confidence, enclosing a full c.v. to Liz Olive, Executive Selection Division, quoting reference L/903.

**KPMG**

Peat Marwick McLintock

Executive Selection and Search  
City Square House, 7 Wellington Street, Leeds LS1 4DW

## FINANCIAL DIRECTOR

to £35,000 + car + bonus

near Bristol

A subsidiary of a highly regarded and rapidly growing plc, our client is engaged in the manufacture, marketing and distribution of electronic security and fire detection equipment, turning over in excess of £10 million. Following a recent acquisition and the resultant integration, the profitable company is poised for further growth and increased market share.

The Financial Director will join the board of the company as it enters an important phase in its development and will initially endeavour to ensure maximisation of the benefits of the integration. Reporting to and working closely with the Managing Director, he or she will supervise and enhance the financial function and be a key member of the management team. Expected to make a major contribution to the effective management and continuing development of the business, he or she will provide financial guidance in all areas.

In their early 30s, applicants should be graduate qualified accountants with demonstrable commercial flair and a broad range of experience, preferably gained in a manufacturing environment.

Please write, enclosing a career/salary history and daytime telephone number, to David Hogg FCA quoting reference H/794/FB.

LLOYD MANAGEMENT Selection Consultants 125 High Holborn London WC1V 6QA 01-405 3499

LLOYD MANAGEMENT

# FINANCE DIRECTOR

Central London c.£40,000 + car + equity

Our client is a rapidly expanding property development and consultancy company with current developments in the Midlands and the south of England.

As well as representing the company to the City, the appointee will work closely with the chief executive in the development and control of new business.

Applicants, probably aged around 35, must be qualified accountants with a sound knowledge of the workings of the City, broad accounting experience and, ideally, some experience within a property development environment. Essential requirements are the confidence and credibility to negotiate and liaise with financial institutions and the ability to contribute to commercial decision making.

Please send career and personal details quoting ref P/669/A to Carrie Andrews.

**Ernst & Whinney**  
Executive Recruitment Services  
Becket House, 1 Lambeth Palace Road, London SE1 7EU.

# Financial Management Consulting

Up to £35k + Car

The Financial Management Division of BDO Binder Hamlyn Management Consultants is expanding rapidly. Growth results from a clear focus on meeting the needs of clients in a wide range of businesses. Covering the whole range of financial management, from strategic planning to packaged systems implementation, key areas include:

- management reporting and systems, packaged software
- financial and strategic planning
- resource and asset management, profit improvement
- cash management and treasury operations.

We are looking for very bright, graduate qualified accountants, age 26 - 33, who have commercial experience in the above areas, gained at group level or in an operating division. We offer an informal environment, a chance to focus on business issues and practical solutions, and the opportunity to establish and lead your own practice area. Career development will be rapid for those with the right mix of skills and drive.

If you are interested in discussing the advantages of a career with us, telephone Paul James or Charles Reekie on 01-583 3303, or write to Paul James at:

**BDO BINDER HAMLYN**  
Management Consultants  
8 St. Bride Street London EC4A 4DA

# ● HFC BANK Corporate Tax Specialist Windsor

£30,000 Package

Our client, HFC, is a dynamic and expanding consumer bank providing a comprehensive range of personal banking and insurance services. They are a wholly owned subsidiary of Household International Inc. with their UK head office in Windsor.

Because of their success and continued expansion, they seek to appoint an in-house tax specialist who would be responsible for all the tax compliance affairs of the company. He or she would be reporting to the Financial Controller and would be assisting with research, systems development and ad hoc project and investigation work in addition to liaising with both the Inland Revenue and the Bank's external advisors.

The ideal candidate will be an ACA or ACCA.



**Michael Page Finance**  
International Recruitment Consultants  
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

with at least 2 years' post qualification corporate tax experience. He or she will be bright and innovative and will have excellent interpersonal skills as the role will involve considerable contact both with advisers and senior management. A financial services background, while useful, is not essential.

The remuneration package is excellent and includes mortgage subsidy and a car. Relocation expenses will also be paid.

For more information, please contact in the first instance, Jane Hayes ACA on 01-831 2000 - or evenings on 01-785 6545 (24 hour answerphone) or write to her at Michael Page Finance, 39-41 Parker Street, London WC2B 5LF.

# Business Area Finance Executive

c £30,000 + Car + Benefits

Manchester

Our client is an internationally renowned Group with a diverse product base, operating in 20 countries and marketing its products in over 60 countries worldwide. Turnover is in excess of £500m and recent profit growth provides the basis for continued expansion, both organically and by acquisition. This Business Area now requires a Finance Executive to assume responsibility for analysis of existing businesses, business planning for new operations and appraisal and integration of acquisitions. In addition the role will encompass designing and implementing improved and common financial and operational information systems throughout this international Business Area division. Reporting to Board level the successful applicant will be expected to make significant contribution to the Group's future success.



**Michael Page Finance**

International Recruitment Consultants  
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

# Company Secretary

plus car and benefits London

Our Client is one of the leading specialist construction businesses in the South East. Founded over 120 years ago, this privately owned group concentrates on renovation work and has established an enviable reputation for the highest quality craftsmanship. This has produced a blue-chip client list, much repeat business, a turnover approaching £20M and continued growth, both organically and by acquisition, planned for the future.

Because of a retirement and internal promotion, there is now a need to recruit a Company Secretary. Reporting to the Financial Director, the role will encompass all the normal Company Secretarial duties, with a particular emphasis on the legal aspects of construction contracts.

You should be professionally qualified and keen to work in a friendly environment where standards are high. You will probably be aged 30 to 40, will have relevant experience in the industry and be keen to utilise IT within this role.

Please reply in confidence, giving concise career and salary details and a daytime telephone number and quoting reference 1573 to Geoffrey Rutland ACA ATII, at the address below, or call him on 01-583 3303 (office) or 01-878 8395 (home).

**BDO BINDER HAMLYN**

Management Consultants  
8 St. Bride Street London EC4A 4DA

International Group

# UK Finance Manager

£27,000 + car + benefits

Middx/N.W. London Border

**Financial Selection Services**

Our client is a large and highly successful international group. The UK operation is a major building industry supplier and a significant contributor to group profits. It has an impressive record of continued expansion fuelled by organic growth and acquisitions.

There is a key opportunity for a Qualified Accountant to join the high profile finance function. Reporting to the Financial Controller, broad responsibilities will include:

- Management of the financial reporting and control of the finance department
- Treasury and tax management
- Involvement in acquisition appraisals and post-acquisition integration
- Investigations, systems and rationalisation reviews

The company is seeking a qualified accountant with a minimum of three years commercial experience. A strong business awareness, thorough technical understanding and ability to quickly progress within the finance function are essential.

For further details and a confidential discussion please contact Mark Mason C.A. on 01-387 5400 (out of hours 01-372 5952) or write to him at Financial Selection Services, Drayton House, Gordon Street, Bloomsbury, London WC1H 8AN.

# Financial Controller

Halifax, W. Yorkshire

c. £25,000 + car

A rapidly expanding distributor of capital equipment with a wide range of commercial customers and an eight figure turnover seeks a Financial Controller to be directly responsible to its main Board. This is a total finance role, including all treasury and systems matters.

Ideally aged 28-40, you should be a qualified accountant with a track record of achievement in the management of a significant profit centre in a fast moving commercial environment. Your successful performance and genuine contribution to company strategy will be quickly recognised.

Please further information please send your CV to Peter Pardon at John Courtis and Partners, 26 Church St, Wilmslow, Cheshire SK9 1AU, quoting ref: S49/FT.

**JC&P**  
Management  
Selection and  
Search  
London, Milton Keynes, Wilmslow

# Finance Director

Up to £29,000 + Car

You will establish the systems necessary to control the Corporation's financial affairs and all aspects of administration. You will ensure that the Board meets its formal accounting responsibilities including production of the Annual Report and Accounts and other financial statements as required. In conjunction with the Development Director, you will be responsible for the financial appraisal of major projects and associated financing.

Probably aged between 35 and 50, you may come from either the public or private sector and must possess a recognised

accounting qualification. Whilst knowledge of public sector accounting will be valuable, several years' experience of the financial aspects of the land development industry are essential.

Salary—which is currently under review—is negotiable, and the package includes excellent benefits and refund of relocation expenses if appropriate.

Applications—which will be treated in strict confidence—should include CV and current salary and be sent to Robin Fletcher (Reference: L18076) at Link International Search & Selection.

**LINK**

13/14 Hanover Street, London W1R 9HG. Tel: 01 493 5788.

Link International Search & Selection Ltd.

# GROUP TREASURER

Brentford, Middlesex

£35,000 + car

This opportunity to set up and manage a new treasury function arises due to continuing expansion in a £450 million turnover group which now derives two-thirds of its sales from overseas operations. Comprising some 50 companies engaged in distributive and light manufacturing activities in the fields of catering supplies, plastics and packaging, the group is committed to an ambitious expansion programme both through organic growth and acquisitions.

The successful candidate's brief will be to establish and develop a central treasury function, introducing computerised systems where appropriate. Key areas will include managing cash resources efficiently, introducing a European netting system and managing foreign exchange exposure.

Applicants should be qualified accountants, preferably in their thirties, whose relevant experience in the above areas may have been gained either in a pure treasury role or as part of a broader line finance position.

The remuneration package includes an executive car and participation in a profit sharing scheme. Career development opportunities include further development of the treasury function, financial directorship of a major subsidiary or progression into a broader commercial role.

Please send a comprehensive career résumé including salary history and day-time telephone number, quoting reference 2999, to Graham Perkins, Executive Selection Division.

**Touche Ross**

Towers Inn House, 3/4 Holborn Circus, London EC1N 2HB. Telephone: 01-353 7361.

## Assistant Financial Controller

**BERKSHIRE,  
£30,000 + CAR + BENEFITS**

This major US computer company is now the leader in its market segment. Turnover for 1988 was over £300m and the company has plans for significant growth over the next few years. The UK company is scheduled to increase its responsibilities to support other European subsidiaries and is now seeking a Number Two to strengthen its finance team.

Reporting to the UK Controller, you will be primarily responsible for ensuring that statutory, management information and corporate reporting deadlines are met. Additionally you will contribute to the planning, budgeting and treasury functions. A key task will be direct involvement in the ongoing

development of financial computer systems to accommodate increasing requirements.

A qualified accountant, probably in your late twenties or early thirties, you will have broad-based financial accounting experience together with a strong systems background. Experience within the computer industry is not essential, but in order to succeed in this fast-moving environment, you must be adaptable, have good interpersonal skills and enjoy a challenge. Some travel is envisaged in this role and therefore a working knowledge of one or more European languages would be an advantage. Prospects for career development are excellent, with

opportunities in the UK, Europe and internationally.

Please send CVs, including a daytime telephone number and current remuneration details, to Ann Shepherd, ref. A596, Coopers & Lybrand Executive Resourcing Limited, Shelley House, 3 Noble Street, London EC2V 7DQ.

**Executive  
Resourcing** **Coopers  
& Lybrand**

## Finance Director

**London EC4**

Our client is a dynamic, young property company. Formed in 1987 they provide a development and construction service to meet the needs of specific occupier clients in addition to the development of their own sites.

With £25 million of developments already underway they have established a strong platform for future growth. It is envisaged that this will incorporate acquisitions alongside continued organic growth and will lead to a flotation in due course.

They seek to appoint a Finance Director, reporting to the Managing Director, to assume full responsibility for the development and control of the finance function, treasury management and the implementation of a PC based information system. This is seen as a real

**c £35,000 + Car**

**Michael Page Finance**

International Recruitment Consultants  
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

## Finance Director Designate

**£27,500 + quality car + share options**

**Winchester**

Our client, a commercial property development and investment company with USM aspirations, seeks to recruit a young accountant to assume complete responsibility for the financial management of this small but fast growing business.

Reporting to the Managing Director, the successful candidate will be required to provide full support to the board of directors to ensure that all commercial opportunities are realised. It is envisaged that main board status will be confirmed after six months' service.

Candidates in the age range 26 to 33 must be qualified accountants, preferably ACA, who can demonstrate both technical ability and commercial sense. The position also requires the willingness to tackle problems and implement effective solutions. This is an outstanding opportunity to join a close knit management team renowned for its hard work and professionalism.

Please write in confidence, quoting reference 7311, to: David Kennedy, Clark Whitehill Consultants, 25 New Street Square, London EC4A 3LN.

**CLARK WHITEHILL**  
Executive Selection

## Group Accounting Manager

**West End to £32,000 + Car + Benefits**

Our client is a highly profitable quoted investment group with net assets in excess of £5.5bn. Reporting to the Group Chief Accountant the successful candidate will control a staff of eight engaged in the preparation of budgets, monthly and statutory accounts, ad hoc exercises and ongoing development of computer systems for the Group and its subsidiaries. Flexibility, strong technical accounting skills and the ability to fit into a close knit team renowned for its professionalism are essential qualities. Applicants should be Chartered Accountants 28-35 who are currently at Managerial level in Practice or possibly a large Commercial Group. In addition to attractive salary benefits include, fully expensed car, bonus, share option scheme, non contributory pension scheme, BUPA, luncheon allowance and 5 weeks holidays. Applications to R. J. Welsh.

**Reginald Welsh & Partners Ltd**  
ACCOUNTANCY & EXECUTIVE RECRUITMENT CONSULTANTS

123/4 Newgate Street, London EC1A 7AA Tel: 01 609 8387

## Commercial Director (designate)

**London  
Video Production**

**SPAN**

**c.£35,000 + car  
and benefits**

Our client is Spafax Airline Network (SPAN), a subsidiary of Aspen Communications PLC. With offices on both sides of the Atlantic, SPAN is the worldwide leader in the supply of in-flight video entertainment to major international airlines, including British Airways. SPAN has an audience of some 30 million airline passengers; the company is a commercial television station in the sky, selling advertising and sponsorship opportunities within the upmarket programmes it provides.

There is now a need to recruit a Commercial Director (designate) to co-ordinate all financial and management reporting, and to bring in-house accounting functions which are currently handled by the parent. Liaising and negotiating with a wide range of production studios, film distributors, airlines and advertising agencies will also form part of the role.

You should be in your early thirties and keen to work in a dynamically growing environment, where creative flair is matched to the highest professional standards. You must be a qualified accountant eager to work in the demanding entertainment industry. If you feel that you have the personality and initiative to meet the requirements of this role, please write to Geoffrey Rutland ACA, AT11, at the address below, quoting reference 1574, and giving concise career and salary details and a daytime telephone number, or phone him on (01) 583 3303 (office) or (01) 878 8395 (home).

**BDO Binder Hamlyn Management Consultants**  
8 St. Bride Street, London EC4A 4DA

## Finance Director

**THAMES VALLEY, c.£37,500 + BONUS**

For the UK operating subsidiary of a major data communications specialist, whose success in this highly competitive industry originates from its quality of systems and services and whose culture combines team work with individual initiative. Turnover is expected to be around £15 million this year and in view of the imminent retirement of the present Finance Director, there is now a requirement to appoint his successor.

With total responsibility for the finance, company secretarial and MIS functions, you will work closely with the UK Managing Director and the US parent to manage the development of the business. In this hands-on role, you will give financial direction to the company, ensuring that sound financial control and effective systems are established and refined to meet current and future

needs. Initially you will concentrate on developing the effectiveness of the finance department, improving accounting and management information systems and reviewing related procedures and controls.

A qualified accountant, probably in your thirties, you must have broad based financial skills and previous experience of senior financial management. In addition to a high level of technical competence and management skills, direct experience of implementing computerised financial and management information systems will be particularly important.

With a working knowledge of reporting to US standards, you should be responsible for a finance function currently, or be ready for the career step up. Strong commercial awareness and a practical 'hands-on'

approach will be the key to success in this role.

Resumes please, including a daytime telephone number and current remuneration package to Ann Shepherd, Ref. A593, Coopers & Lybrand Executive Resourcing Limited, Shelley House, 3 Noble Street, London EC2V 7DQ.

**Executive  
Resourcing** **Coopers  
& Lybrand**

**Finance  
Executive  
Head Office  
Development Role  
North Surrey,  
To £40,000, Car,  
Excellent Benefits**

This major, well known and respected financial services group has a record of success in national and international business. The need now is for another professional in its Head Office finance team to establish and manage a small department with responsibility for the introduction of further improvements to group management reporting and controls. Initial emphases are on treasury, current asset management and group management information areas.

Candidates aged late twenties to late thirties, should be chartered accountants preferably educated to degree level. In addition to experience gained within one of the large professional firms, exposure to international/multinational public company accounting is desirable. Essential personal qualities include a strong intellect, persuasive personality, and the potential for significant career advancement.

Male or female candidates should submit in confidence a comprehensive CV or telephone for a Personal History Form to: K. Carroll, Hoggett Bowers plc, 1/2 Hanover Street, LONDON, W1R 9WB, 01-734 6852, Fax: 01-734 3738, quoting Ref. K14001/FT.

**Hoggett Bowers**

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MANCHESTER, NEWCASTLE, NOTTINGHAM, SHEFFIELD and WINDSOR

A Member of Blue Arrow plc

## GROUP TREASURER

**c. £20,000**

**North West**

We are a highly profitable £600 million turnover public group engaged in construction and related activities.

This senior role, resulting from internal promotion, would suit an experienced Treasury Assistant looking for career enhancement.

As Group Treasurer, you will be responsible for money market dealing, interest rate management, the negotiation of debt facilities, evaluation of new financial products, developing management information systems, project analysis and the forecasting/monitoring of the Group's cash flow position.

Applicants, who should be qualified accountants or MBAs aged between 25 and 30, should send a comprehensive career resume including salary history and daytime telephone number to: R. A. Carroll, Group Financial Controller, Alfred McAlpine PLC, Hooton, South Wirral, L66 7ND.

**Alfred  
McAlpine**

AN EQUAL OPPORTUNITY EMPLOYER

## FINANCIAL DIRECTOR

**Maidenhead, Berkshire  
£33K + car and excellent benefits**

McGraw-Hill Book Company, in Europe, is a key part of a multi-billion dollar international business with operations and career opportunities worldwide. The Book operations have consistently achieved sales and profit growth, and there are plans for further expansion through product development and acquisitions.

We now require a disciplined, commercially minded and experienced Director to take overall responsibility for the financial activities of the UK Book Company, to oversee the accounting functions of other European Book subsidiaries in France, Germany and Italy, and to make a contribution to overall profit growth.

Reporting to the Group Vice-President of the European Book Company operations, and working closely with the Managing Director of the UK company, the successful applicant will be a qualified accountant with senior level financial experience gained in an international environment. Exposure to US accounting systems would be an advantage. A working knowledge of management information systems is essential.

Apart from excellent career prospects within a major company, the post offers an attractive remuneration package, including performance related bonus and benefits comprising of a company car, pension, medical and various insurance plans.

**JMC**

Please contact:

Mr. Paul Jenkinson, Human Resources Director, Europe,  
McGraw-Hill, McGraw-Hill House, Shropshire Road, Maidenhead,  
Berkshire, SL6 2QJ. Telephone: (0628) 23431.

## BEATSON CLARK plc FINANCE DIRECTOR

**South Yorkshire - £25,000 + Bonus + Car**

We are a leading glass bottle manufacturer supplying a niche market in the pharmaceutical industry. With a turnover of £30m, the company is a major subsidiary of TT Group PLC, an acquisitive and successful industrial conglomerate.

Financial control is of paramount importance throughout the group and we are seeking to appoint a hands-on Finance Director based in Rotherham. Reporting to the Managing Director, you will be responsible for all aspects of the financial and management information functions within the Beatson Clark group of companies.

Applicants should be qualified accountants (ACA/ACMA) with stamina and genuine commitment to succeed in this challenging role. The successful candidate will probably be aged about 40 with wide industrial experience and the ability to work effectively as part of the management team.

Please send a detailed C.V. including current salary to Mr. M. G. Leigh, TT Group PLC, Close House, 12-18 Queens Road, Weybridge, Surrey KT13 9XB.

## Chief Accountant/Financial Director

**City Based. Required by a large international shipping office, the ideal candidate should be aged 30 - 45, qualified to UK accounting standards with knowledge of treasury operations and experience in banking deals.**

**Salary according to age and experience.**

**Please reply in complete confidence with full CV and photograph to**

**Box A1111, Financial Times,  
10 Cannon Street, London EC4P 4BY.**

**Quoting reference PRL/PER/ACC/01/FT/19.01.89.**

CORPORATE FINANCE EXECUTIVE  
MAJOR RETAIL GROUP

**CENTRAL LONDON** £25-£35,000 + CAR  
A top level career entry role within one of the UK's most acquisitive groups. Your initial brief will involve targeting potential European acquisitions; assessing both company and market sector performance and playing a heavy role in the actual takeover. Career development is to a group Company Financial controller. You should be graduate ACA, aged 27 to 33, with substantial exposure to corporate advisory services in a professional firm or international FMCG group.

## ACA - VENTURE CAPITAL EXECUTIVE

**CITY** £27-£30,000 + CAR  
The client, a growing medium sized company, has an ever increasing range of clientele. You will train to manage a portfolio of investments and will achieve substantial involvement in venture and development capital projects, also management buy-outs, BES and start-ups. You should be graduate ACA, aged 27-33, with broad exposure to corporate finance or investigations within a major firm of Accountants.

## MANAGEMENT CONSULTANT

**CITY** £22-£37,000 + CAR  
Our client offers exposure to the whole range of financial and strategic management consultancy. The firm urgently requires two above average graduate qualified accountants with management experience gained at group or operating level in any one or more of the following areas: financial and strategic planning, cash and asset management, treasury, and MIS. For truly ambitious individuals, there are additional training courses and career progression to Partner level or FD within a client makes this an exceptional career move.

## CORPORATE PLANNING ANALYST

**CITY** £28-£30,000 + CAR  
Leading venture capital company require a qualified accountant to supervise all aspects of the Corporate Planning area. Exercising tight financial control, you will oversee the production and analysis of the monthly corporate management reporting package. Assessment of key business trends coupled with Board level reporting will take you to the front line in business management experience.

For further information please call 01-242-0344 or write, enclosing your CV, to the address below.

**David Chorley** ACCOUNTING FOR SUCCESS  
ASSOCIATES

Harper House, 73-74 High Holborn, London WC1V 6LS Tel: 01-242 0344 Fax: 01-242 1405

Financial Planner  
and Controller

Up to £23,373

The Education Department in Berkshire is responding imaginatively and vigorously to the challenges of the Education Reform Act. This is one of the first in a series of new posts which should appeal to ambitious candidates with vision and energy.

The Departmental Finance Officer will form part of the senior management structure which is being developed to support schools and colleges, as well as establishing the Authority to fulfil its responsibilities in the light of the Education Reform Act.

You will plan, direct and develop Finance Support Services and procedures for the Department, Colleges and Schools and be responsible for the oversight of financial arrangements throughout the Education Service.

The County Council offers an attractive recruitment incentive package including a mortgage subsidy scheme.

If you have the enthusiasm, commitment and relevant qualifications/experience to make a significant contribution to the Education Department, contact the Child Support Officer (Ref: DMH), Education Department, Stowe Hall, Sunfield Park, Reading, RG2 9XE. (Telephone 0734 875444, extension 3424) for further details and an application form.

Closing date for applications 3 February.

**Royal County of  
BERKSHIRE**  
AN EQUAL OPPORTUNITIES EMPLOYER

GROUP ACCOUNTANT  
Circa £25,000 plus car plus benefits

To join a medium sized, highly successful and profitable electrical engineering plc involved in the design, manufacture and sale of specialised products.

Located in Berkshire close to the M4. The post involves all aspects of the group's financial administration and reports directly to the General Manager. The company has trading subsidiaries in the UK, USA, Canada and New Zealand and some travel will be required.

Candidates should ACA or ACCA and have been qualified for at least 2 years. Experience of consolidating overseas subsidiaries would be an advantage. Please forward your cv by 2nd February to:

Box A110, Financial Times,  
10 Cannon Street, London EC4P 4BY

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To secure the best appointments at a senior level needs more than good advice, accurate objectives and a professional service. InterExec not only provides career advice, but also a unique service to bridge the critical gap between, counselling and the right job. Why waste time and money on unproductive letters?

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Corporate Financial  
Management

## Saudi Arabia Attractive tax-free salaries

Our client is a dynamic and highly prestigious Group with substantial and diversified interests, involving a large number of joint ventures with leading, multinational manufacturing companies. Expansion of their business activities has created two excellent openings for senior finance professionals with the vision and experience to make a significant contribution to their continuing success.

## Vice President - Finance

c. US \$100,000

Reporting directly to the President, you will be responsible for the successful financial management of the Group and all its constituent companies. In addition to specific Finance Division responsibilities, you will also be directly accountable at corporate level for formulating financial policies, optimising the use of financial resources and determining the capital structure and financial mix of the Group.

This is a high profile role requiring a seasoned finance professional with an impressive record of achievement at senior level in an international, multi-faceted environment. Ideally a qualified accountant; preferably chartered with a business degree; your experience should encompass joint ventures, acquisitions, divestments and mergers. Ref. 1266/2.

## Group Controller

c. US \$70,000

You will be directly responsible for all aspects of financial and management accounting throughout the Group. Specifically your brief will be to establish accounting policy and improve existing systems, formulate new planning and budgetary methods and produce regular financial reports and management accounts to the Board.

You will combine an accountancy qualification with at least eight years' commercial experience, latterly at a senior level in an international company. Probably aged 35+, you will have the maturity and potential to deputise for the V.P. - Finance. Ref. 1266/3.

For both posts, previous exposure to the Middle East and familiarity with computerised systems is desirable. A knowledge of Arabic is preferred.

Salaries are negotiable and excellent benefits include free furnished accommodation, married status, transportation allowance, bonus, free medical care and paid home leave.

Please write - in confidence - with full career details to Ghassan Yazigi, quoting the appropriate reference number.

MSL International (UK) Ltd, 32 Abbey Street, London W1M 5JL.

Offices in Europe, the Americas, Australia and Asia Pacific.

**MSL International**

FINANCE DIRECTOR  
N. Midlands

## Attractive Negotiable Salary + Car

As a part of one of Britain's top 100 companies our client provides an almost unique service in electrical equipment maintenance on a national and global scale.

Based in the UK, they operate a network of service centres with worldwide connections, for the repair, maintenance and rewind of electrical, rotating and static plant. Over 600 skilled craftsmen and engineers operate a 24 hour emergency call out service offering 'by anywhere' cover. They also have agents in many parts of the world.

They are now seeking a Finance Director to assume full control of all financial aspects of the business. Responsible to the Managing Director duties will include 'hands on' and management responsibility for devising and implementing group financial policy, maintenance of all pertinent records, preparation and presentation of monthly accounts and forecasts and the provision of all data for statutory purposes.

The efficient operation of the data processing facility, together with its improvement if appropriate also form part of the function.

Liaison with the finance function at Group level is a major aspect of the appointment.

Candidates will ideally be aged from 35 years, be a Chartered Accountant (ACA or A.C.M.A) and have experience at a senior financial level gained in a technical, electrical or industrial service environment.

The position offers excellent terms and conditions, including an attractive salary, company car, health insurance, life assurance and pension schemes and relocation assistance if appropriate.

Please write with full C.V. including salary details to:

R.H. O'Brien

**THE MAWDSLEY  
CONSULTANCY**

The Carrington Centre, The Green, Eccleston, Chorley, Lancs, PR7 5SZ

FINANCIAL  
DIRECTOR

**Smithfield Monarch Group** are a private, Midlands based company operating major VW Audi, Porsche, Jaguar and Mercedes-Benz franchises. Significant growth has been achieved over the last three years, turnover for 1988 is projected at £570 million and both resources and management expertise are in place to sustain this pace of development.

The group is at the leading edge of automotive retailing in the UK, adopting a style of operation that fully recognises changing consumer patterns. The fast, professional and success with which the company is establishing new retail outlets has created franchise opportunities unavailable to less marketing oriented competitors.

We now wish to appoint a Financial Director to the main board who possesses the talent, fire and ambition to make a valuable contribution at this exciting phase in the development of the business.

Specifically applicants will be Chartered Accountants, age 30-45, with a proven record of operating successfully in a challenging management environment. Considerable skill in the sourcing and negotiation of large funding programmes is looked for; together with 'hands-on' experience in the operation of management information, budgetary control and computerised systems.

The profit related remuneration package includes the provision of two fully expensed cars, family medical cover and pension scheme. Re-location expenses will also be met.

Applications enclosing a full CV should be addressed to Mr. M. Ladbrooke, Chairman and Managing Director, Smithfield Monarch Group Limited, Bordesley Street, Birmingham B5 5PW.

FINANCE  
DIRECTOR

## STAFFS/CHESHIRE BORDER

£30000-£35000 + Car + Benefits including Equity Participation

1987 saw one of Britain's largest management buyouts producing a group with a turnover in excess of £600m. The size however is not the priority - management quality is. The group has ambitions to lead the market in business to business services.

Our client is a subsidiary of this group with current sales of around £50m experiencing growth at 20% per annum. They operate a nationwide distribution network servicing industrial customers facilitating techniques such as J.I.T. inventory. This appointment will complete the new young board of directors.

The basic framework of responsibility is supervision of 45 financial staff and 60 in the management services area, ensuring the adequacy of control systems in finance and data processing and the production of monthly, half yearly and annual accounts. BUT...

The full contribution expected is:

- Direct involvement in shaping business direction to maximise financial performance
- Strong leadership to enhance the credibility of the finance function at all levels throughout the company
- Better computerised management information by means of improved presentation and ongoing staff training and recruitment

The position reports to the Managing Director:

As a graduate, qualified accountant, aged 30-40, you will have a proven track record in financial management in an industrial or commercial environment and will expect to be rewarded on a performance related basis. You will possess the business and communication skills to take advantage of career development opportunities at subsidiary and group levels. A relocation package is available where appropriate. Initial interviews will take place at a variety of U.K. locations.

Please apply to:

**GERRY PEARSON**

01-387 8118

(Recruitment and Consultancy) Ltd  
FIREPOST  
Euston House  
61-63 Euston Street  
LONDON NW1 1YW  
Facsimile 01-380 1595

**SCOPE  
EXECUTIVE**

ACCOUNTING -  
IN AMSTERDAM

My client is a rapidly expanding International specialist Distribution Company (a wholly owned subsidiary of a major European Airline). They are currently experiencing 40% p.a. growth - as a result of which TWO attractive career positions are available to suitably qualified ACCOUNTANTS.

FINANCIAL  
CONTROLLER

£235000 + CAR

THIS position will attract a technically skilled CA/ACCA - or perhaps an MBA - with proven experience in controlling a number of areas ... including CASH MANAGEMENT - CONSOLIDATIONS - TAXATION - CURRENCY CONTROLS - FUNDING ARRANGEMENTS - INTER COMPANY ACCOUNTING - REPORTING AND SYSTEMS DEVELOPMENT. Occasional travel to all parts of Europe and the U.S.A. will be required - together with the ability to build and lead a team of Financial specialists in various European locations.

BUDGETS  
ANALYSIS

&

PLANNING  
MANAGER

£235000

+ CAR

THIS position will appeal to a suitably experienced ACCOUNTANT (or MBA) - man or woman with a flair for the Marketing and Commercial side of a sales led Service Industry business.

The job will call for skills in - FORECASTING - PLANNING - BUDGETARY CONTROL - INVESTIGATION & REPORTING - MONITORING OF RESULTS - DETAILED FINANCIAL ANALYSIS - MODELLING and REPORT WRITING. Skills in Presentation of Information and liaison are required. It is expected that applicants will have a Sales/Management/Marketing background.

BOTH positions are based in AMSTERDAM - with a requirement for some international travel. The Company can assist with initial accommodation requirements. Applicants should be qualified, ideally over 40, and used to working in a demanding results oriented environment. All communication in the Company is in English, although any knowledge of European languages will be an added advantage.

If the prospect of working in Europe NOW appeals - contact:

**ARTHUR FLITTER, AFA, MECI, MIBIM (Adviser to the Company)**

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SERVICES  
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**B  
M  
S**

Management Recruitment Consultants

Finance Director  
Europe (Paris Based)

Our client is a rapidly expanding UK based computer company operating throughout Europe and the USA. Through their specialised subsidiaries they provide turn-key solutions to major corporations, banks and finance houses.

Their growth by acquisition has led them to require a Finance Director to control the financial activities of their French and German companies. Initially based in Paris you will have all the normal responsibilities of such a position, with special emphasis on treasury management and forward buying and selling of currencies. You will also be involved in group financial operations.

The essential requirements for this position are that you must have operated in a board level financial position within a multi-national company environment. You must possess financial qualifications and be a highly effective manager and skilled communicator experienced in handling employees, banks and auditors throughout Europe. You should be fluent in English and it is desirable that you are able to communicate effectively in French and possibly German.

There is an excellent package which includes a high salary commensurate with the position, together with profit share, expenses, relocation and other fringe benefits including a Mercedes 230E.

If you possess the qualities to enable both you and our client to prosper from you joining them then apply in English forwarding your CV with assurance of absolute confidence to: Paul Reeve, Managing Director, Gibson Barclay Limited, Recruitment Consultants, High Street, Merton, Warwickshire CV22 9RR. Tel: 0926 6332234 (24 hours).

• **GIBSON BARCLAY** •

## FINANCIAL CONTROLLER

## Construction Industry

My client, a leading Contracting group seek to appoint two Financial Controllers for two autonomous Group companies based in Surrey and Greater Manchester respectively. In addition to normal responsibility for the financial operation of the Company, the financial controller will also play a crucial role in helping to steer the Group company on its next stage of growth and profitability. This will require technical accounting skills, a pro-active style and the drive and energy to lead a dedicated team in a fast moving environment.

Candidates should be qualified accountants, with a successful track record in financial management preferably with a multi-site business in the construction industry.

## Company Accountant

C. London c.£25,000 plus fully expensed car

An established manufacturer and importer of quality fashion enjoys substantial financial and technical backing from its parent company. Projected 1989 turnover is £10m and there are ambitious plans which could include stock market flotation.

As controller of the accounting function you will oversee a sophisticated financial system, featuring software specifically designed for this client's business. Therefore, balanced experience of both financial and management accounting functions combined with computer literacy are called for. In addition you should be able to demonstrate excellent combination skills plus a degree of commercial acumen.

The position offers substantial challenge now and planned expansion will ensure continued interest in the longer term.

Write, with full CV and daytime telephone number, to Patrick Donnelly, quoting ref: FT/040.

## PD Consultants

MANAGEMENT - SELECTION  
514/516 Vauxhall Bridge Road, London SW1V 1AA. Tel: 01-828 2275

HIGH TECHNOLOGY - CHELSEA - c.£45,000 package + benefits + car + options



RELATIONAL TECHNOLOGY

### - FINANCE DIRECTOR -

Relational Technology is the leading supplier of distributed relational database software and has been established 3½ years in the UK. During this period the UK Company has grown to 125 employees and a turnover of £10m; more explosive growth is forecast.

We seek a Finance Director for the UK operation to take complete control of the F&A, MIS and HR function.

The following experience is absolutely necessary:

1. High tech background, preferably software supply or software services.
2. Computer literacy including the use of spread-sheet technology.
3. Dynamic growth environment, with a turnover in excess of £10m.
4. Group experience, either in a parent company or a subsidiary, preferably of US listed corporation.
5. A formal accountancy qualification.
6. Management through managers.
7. An indomitable sense of humour.
8. Availability with a maximum of 60 days notice.

The Directors, including the Managing Director, are in their mid to late 30's and the right candidate will complement this age range.

If you meet the above criteria and would like to have fun in an informal friendly and hard-working environment, please send your CV to:

Mr R E Shand, Chief Financial Officer International Operations,  
Relational Technology International Ltd., Anchor House,  
15-19 Britton St, London SW3

## Financial Controller

Central London c.£30,000 + Car

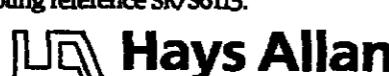
Our client is a substantial international group of property investment, development and construction companies with a net tangible worth in excess of £50 million.

Its involvement in prestigious building projects, both civil and domestic, has established the group as one of the leaders in its field and it is now committed to increasing its activity in the areas of property and related investment.

At this exciting phase in their development, they are seeking to appoint a qualified accountant, aged ideally between 28-35. The position will carry responsibility for all fiscal aspects of the business and calls for the ability to contribute to the overall financial planning and direction of the group.

Candidates should be able to demonstrate solid financial management expertise, possibly gained within a property related business or at a group HQ.

Full C.V.s should be sent to Sue Ritchie, Executive Recruitment Consultant quoting reference SR/S613.



Management Consultants

Southampton House, 317 High Holborn, London WC1V 7NL

Also at Cambridge, Canterbury, Bexley and Reading

### MANAGEMENT ACCOUNTANT

c.£30,000 + Share Option + Car

Pharmex Limited is the progressive and rapidly expanding UK marketing and manufacturing subsidiary of a research based US Health Care Group.

As a result of growth, we are looking for a qualified Accountant to strengthen our financial team.

Reporting to the Financial Director, the successful applicant will initially be involved in reviewing and updating our computer based Financial and Management Information Systems; the preparation and monitoring of Budgets and Forecasts and ad hoc financial analysis of projects and business development opportunities.

There is an excellent career opportunity for an individual with relevant commercial experience gained in a manufacturing environment who is looking for a broad role in the financial and taxation affairs of the company and has the potential to progress to a Company Secretarial appointment.

Attractive remuneration package including non contributory pension scheme and assistance with relocation expenses where necessary.

Please write in confidence with full career details to:-

Mr More  
Pharmex Limited  
Bourne Road  
Bexley  
Kent DA5 7XZ  
Telephone: 0322 91321

## GRE Asset Management

### Head of Investment Accounting

Unit Trusts — up to £25,000 basic + valuable benefits

Our client, GRE Asset Management Limited, the newly independent arm of the well known Royal Trust Group, is the second largest unit trust by the Group and funds worth some £400 million of the ten GRE unit trusts.

Currently administered externally, the unit trusts will be brought in-house in the near future. The newly appointed administration manager requires a key executive to establish, manage and oversee the continuing development of an efficient investment accounting department.

Your brief, initially, is to recruit a core team of investment accountants and to establish the necessary administration and accounting procedures.

Thereafter your department will be responsible for investment accounting, daily pricing and the pricing of fund accounts. You must ensure that computerised systems are adhered to.

Probably aged 25-35 with a recognised accountancy qualification you are currently working within a unit trust group in a supervisory capacity. You must have a thorough knowledge of trust accounting including portfolio valuations and taxation. Recent exposure to computerised systems is essential. As this is a new operation the appointee must possess the requisite drive and initiative to ensure an efficient and effective department.

For a strict confidential discussion telephone or write to our advising

consultant, Fiona Law, quoting reference 17/2.

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Financial Search and Selection

15 Old Bond Street, London W1C 3CB  
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## FINANCIAL CONTROLLER WANT A DYNAMIC FUTURE WITH SOME GREAT CHARACTERS?...

Continuing expansion has created a fantastic opportunity at Dakin UK, one of the fastest growing companies in East Anglia. We are Britain's leading supplier of soft toys, and part of a multinational corporation with a turnover exceeding \$200 million. We have the exclusive licence for some of Britain's most popular character toys, including Garfield and most recently Dennis the Menace.

Our modern offices are just a few minutes out of Cambridge, set in attractive countryside with easy access and plenty of free parking.

We are looking for a lively character to take a kingpin role in an expanding company with an exciting future. To the right person we are offering a generous salary with an attractive package of benefits including company car, pension, PPP and profit-sharing scheme.

The person appointed to this key senior position should be suitably qualified and will be responsible for the management and daily operation of all general accounting and book-keeping functions including daily cash management, and inter company accounts.

He/she will be responsible for the preparation of annual budgets, of monthly financial statements, and of all schedules and reports needed for auditing purposes. He/she will liaise with bankers on all financial matters, and carry out any financial assignments arising.

Applicants under 35 may not be sufficiently experienced to undertake this most challenging position.

The ability to speak a foreign language would be a real asset, and non-smokers are preferred.

For an application form, please contact Madeline Lupton at Dakin UK, Dakin House, Pembroke Avenue, Waterbeach, Cambridge CB8 9QR. Tel: 0223 863344 Fax: 0223 862580 Telex: 818357 RDAKIN G



A Dakin is for Keeps

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## FINANCE DIRECTOR

c.£25K + Potential Share Options (London Heathrow)

Our client is the European leader, dominant in the U.K. in providing computer systems to hotels.

Established in 1981 turnover, approaching £7m, has grown at a compound rate of 35% per annum.

They have offices in London, Edinburgh, Paris, Nice, Toulouse, Brussels and Utrecht. Further expansion is anticipated throughout the EEC.

Planning for a USM Flotation is underway.

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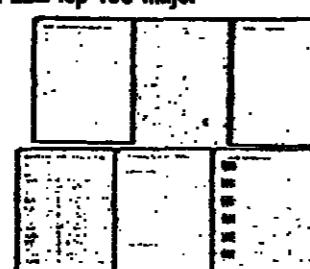
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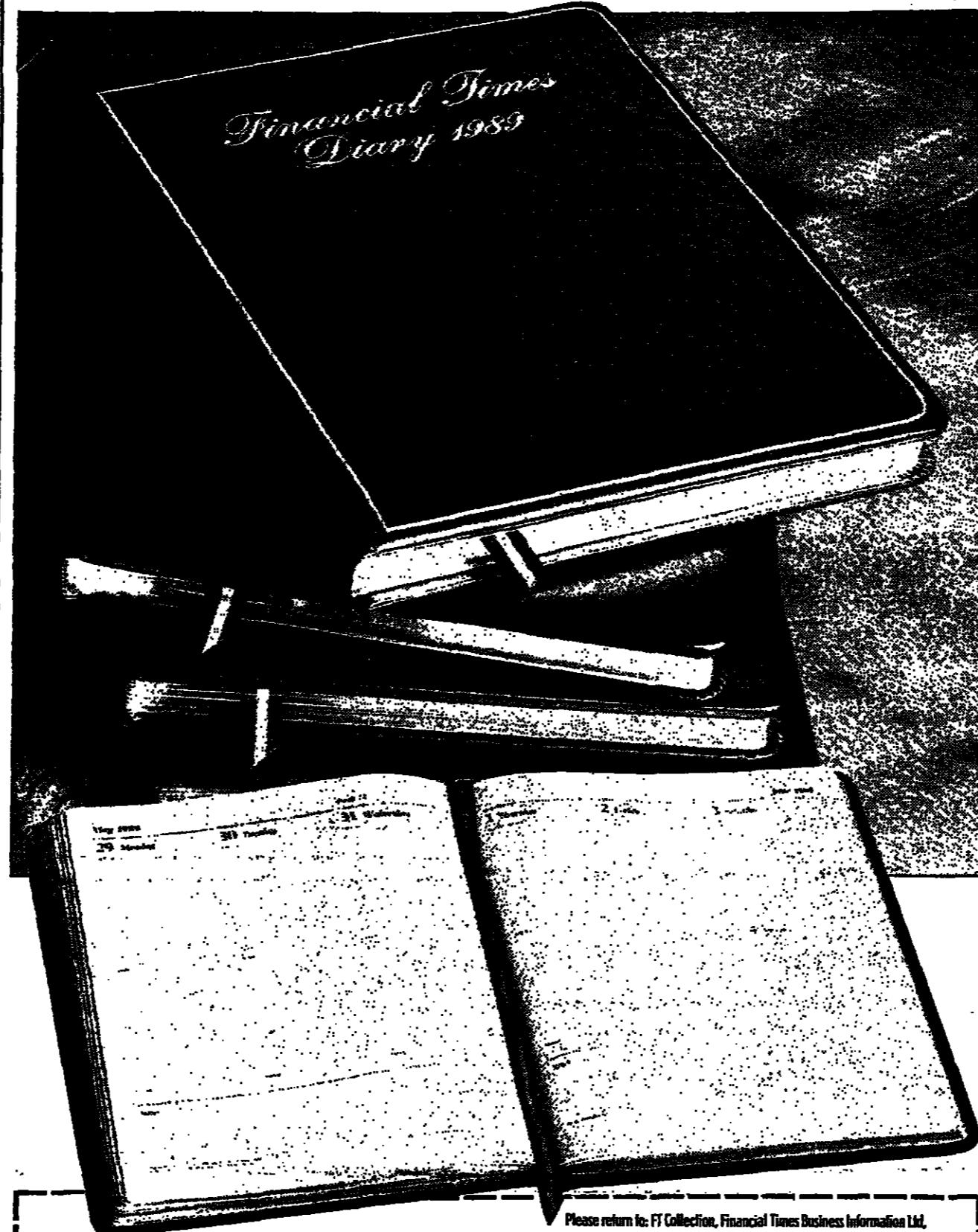
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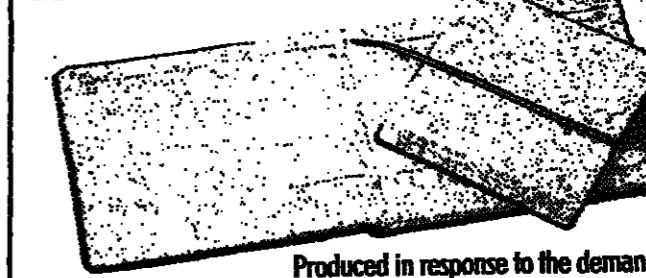
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## INTERNATIONAL COMPANIES AND FINANCE

## Second-quarter decline for Wang Laboratories

By Louise Kehoe in San Francisco

WANG LABORATORIES, the US manufacturer of office computer equipment, reports a sharp decline in second-quarter earnings. Sales also showed a fall which the company attributes to sluggish demand in the US, production delays associated with new products, particularly in Europe, and lower than expected sales of older products.

Net income in the quarter fell to \$1m or 1 cent a share from \$3.1m or 21 cents, on revenues of \$760.7m against \$784.7m.

First-half earnings were

\$14.1m or 9 cents share, sharply down on the previous year's \$55.6m or 34 cents. Revenues were flat at \$1.45bn.

Lack of revenue growth resulted in reduced profit margins that were not sufficient to offset increased development, marketing and training costs associated with new products the company said.

"While the results for the first half are disappointing, I am optimistic for the second half," said Mr Frederick A. Wang, president and chief operating officer. "I expect to finish this year with higher

revenues and earnings than last year," he added.

Tandy Corporation, the US electronics retailer and personal computer manufacturer, reported a 3 per cent increase in second-quarter income to \$135m or \$1.50 a share, from \$130.8m or \$1.50. Revenues rose to \$1.4bn from \$1.3bn. The 1987 figures were restated to consolidate earnings from credit and insurance subsidiaries.

For the six months, net income was \$200m or \$2.23 a share, against \$195m or \$2.17 in the first half of 1987. Revenues rose to \$2.4bn from \$2.3bn.

## Record trading at Tandem

By Louise Kehoe

TANDEM COMPUTERS, the US manufacturer of transaction processor systems, reported record first-quarter earnings and sales, boosted by strong exports.

Net income grew by 32 per cent to \$3.2m or 22 cents a share from \$2.2m or 24 cents. Sales at \$362.5m were up 33 per cent from \$292.5m.

"International business was stronger than expected, contributing a record 54 per cent of the quarter's business," said

Mr James Treybig, Tandem's president and chief executive. "Both international shipments and new account growth were strong, and revenue was buoyed by the weak dollar. Japan, in particular, showed exceptional growth, and added six new customers during the quarter."

In the US, business followed a typical seasonal pattern of softness in the first half of the year, Mr Treybig added.

Sales of Ungermann-Bass, a

computer networking company acquired by Tandem last year, exceeded expectations, achieving record quarter, the company said.

Tandem's transaction processor systems are typically used by banks, airlines, mail-order companies and other businesses that handle very large numbers of customer transactions. They are designed to be "fail-safe" with extensive safeguards to prevent a computer breakdown.

## Transamerica keen on UK tie

By Helg Simonian in Frankfurt

TRANSAMERICA Corporation, the large US insurance and financial services group, remains keen to cement its relations with Sedgwick, the UK insurance broker, in which its owns a 39 per cent stake, according to Mr James Harvey, its chairman and chief executive officer.

Mr Harvey, in Frankfurt yesterday for the listing of Transamerica's shares on the city's stock exchange, said the company had "still not made up its mind" on how it might alter its relationship with Sedgwick once the "standstill" agreement between the two runs out in March next year.

He strongly implied that Transamerica would welcome a closer Sedgwick link. "It's a very attractive company, we

like the company and we'd like to maximise the growth of that company." According to the agreement between the two, Transamerica has to make its intentions clear at least six months before the March 1990 deadline.

Mr Harvey emphasised that Transamerica had no interest to enter the European insurance market other than through its association with Sedgwick at present. "That's the sort of company to benefit from 1992."

Instead, it planned to concentrate on the US market, where it has undergone a substantial restructuring in the past three years. As a result consolidated net earnings last year are set to top the record \$427m made in 1987 by a "small

amount," according to Mr Harvey.

Transamerica is focusing on internal growth for the future.

Activities like mutual funds, consumer and commercial finance and leasing are all areas of expansion likely to benefit from cost savings and marketing advantages under the Transamerica umbrella, he said.

In insurance, Transamerica would continue its strategy of de-emphasising less profitable personal lines and concentrating on specialty insurance products, which now account for 60 per cent of its premium income.

Transamerica is now the US market leader in insurance for financial institutions as well as in covering major sporting events.

*This announcement appears as a matter of record only.*

January 1989

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**Midland Bank plc, London**

Hellenic Aspropyrgos Refinery were advised on all aspects of this transaction by Midland Bank, Athens Branch in co-operation with Samuel Montagu & Co. Limited, London.



## Two quit Kidder for buy-out specialist

By Janet Bush in New York

THE TWO managing directors in charge of merchant banking at Kidder, Peabody, the Wall Street brokerage, yesterday resigned to join the New York buy-out specialist Clayton & Dubilier as partners.

Mr Peter Goodman and Mr Donald Gogal were both members of Kidder, Peabody's management committee and Mr Goodman was on the board of directors.

The two men join a long line of mergers and acquisitions experts who have chosen to leave well-established merchant banking teams within large Wall Street securities houses in favour of joining a company specialising exclusively in investment banking.

Mr Martin Dubilier, chairman of Clayton & Dubilier, said: "Peter Goodman and Don Gogal are two of Wall Street's most respected investment bankers and will be right at home among our unique group of professionals."

Most importantly, these two men share the firm's basic philosophy that management buy-outs are much more than a balance sheet event - there are a constructive approach to addressing issues of business performance and productivity."

Mr Goodman founded Kidder, Peabody's Mergers and Acquisitions Group in 1973 and, under his direction until 1986, the group completed financings worth more than \$150bn.

In 1986, Kidder, Peabody's mergers and acquisitions business is said to have promised more than \$100bn in deals.

Mr Gogal initiated the first management buy-out in which Kidder, Peabody took a principal position in 1986. Since that first deal the company has taken positions in 16 management buy-outs with an aggregate value of more than \$5bn.

In 1986, Kidder, Peabody's mergers and acquisitions business is believed to have been the chief source of profits for the company which suffered losses in other parts of its business.

Clayton & Dubilier has acquired 15 businesses since it was set up in 1978 with combined sales of more than \$7bn.

In the last two years, its acquisitions have included The Uniroyal Goodrich Tire Company and Borg Warner Industrial

## Mexican oil group may link with private sector

By Richard Johns in Mexico City

THE PRIVATE sector is discussing the possibilities of joint ventures in the field of basic petrochemicals with Petróleos Mexicanos (Pemex), the Mexican state oil corporation, according to Mr Jorge Kahwagi Gestine, president of the National Chamber of Manufacturing industry.

No immediate confirmation of his statement was available from Pemex. But it coincided with another by Mr Fernando Gutiérrez Barrios, the minister of the interior, saying that the Government had no intention of privatising any part of Pemex. And the corporation's senior officials say there is no prospect of any of its operations being sold off.

Under existing regulations, production of 36 "basic" petrochemicals derived from oil and gas are reserved for Pemex. But output of "secondary" petrochemicals is open to, and dominated by, the private sector.

This week Mr Alberto Escobar Artigas, an under-secretary at the Ministry of Energy, was quoted as saying that Mexico needed investment of \$5.5bn (over an unspecified time period) to establish petrochemical capacity required to satisfy domestic and export markets.

Mr Gutiérrez' statement was evidently aimed at allaying fears of members of the union of oil workers of the Mexican Republic (STPRM) that the Government was planning to sell off petrochemical industry.

These fears have contributed to the growing strain between President Carlos Salinas de Gortari and Mr Joaquin Hernández Galicia, the petroleum workers' leader known as La Quina, which led to the latter's arrest last week.

The Mexican Government has created a new deputy ministry for International financial affairs and named experienced debt negotiator Mr José Angel Gurria to head the post. He held the post of director general of public credit during the past administration of President Miguel de la Madrid and was the Government's chief debt negotiator.

Mr Escobar Artigas, an under-secretary at the Ministry of Energy, was quoted as saying that Mexico needed investment of \$5.5bn (over an unspecified time period) to establish petrochemical capacity required to satisfy domestic and export markets.

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Mr Esc

# Gencor Group

- Costs per kilogram reduced by 1%
- Average rand gold price 4% lower
- West Rand Cons experiences serious difficulties
- Improved production from OFS mines
- New dividend declaration dates will result in payment being made approximately six weeks later than at present

## WESTERN TRANSVAAL & EAST RAND

### BUFFELSPONTEIN Gold Mining Company Limited

Company Registration No. 0000000000000000

Higher recovery grade offsets lower tonnage milled

	Quarter ended	Quarter ended	Year ended
Issued capital - 11 000 000 ordinary shares of R1 each			
- 12 400 152 cumulative preference shares of R1 each			
OPERATING RESULTS			
Mined ..... (m)	212,200	203,100	31,12,1988
Gold ..... (m)	227,574	141,149	270,023
Gold produced ..... (m)	228,000	638,900	1,222,000
Yield ..... (%)	0.8	0.6	0.74
Working revenue ..... (m)	217,265	202,12	211,50
Working costs ..... (m)	197,591	197,591	197,591
Working income ..... (m)	20,674	22,523	25,990
Gold price received ..... (m)	32,078	33,860	32,815
Dividend declared ..... (m)	471	451	424
REMARKS			
- Uranium production was curtailed at the plant and all operations ceased in December. Total costs of compensation amounting to R61,1 million, and the collection of a sum of R64,0 million, have been received to date by the major customer. Formal reactivation approval by its board will be sought in February.			

### Beatrix mine

(A division of Buffelsfontein Gold Mining Company Limited)

Further improvement in gold production

	Quarter ended	Quarter ended	Year ended
Issued capital - 11 000 000 ordinary shares of R1 each			
- 12 400 152 cumulative preference shares of R1 each			
OPERATING RESULTS			
Mined ..... (m)	6226	6748	12,777
Advanced ..... (m)	6226	6748	12,777
Sampled ..... (m)	6226	6748	12,777
Channel width ..... (m)	6226	6748	12,777
Average grade ..... (%)	6226	6748	12,777
Gold ..... (m)	151	148	148
Uranium ..... (m)	1267	950	1054
Gold price received ..... (m)	32,049	34,449	32,815
Dividend declared ..... (m)	10,476	10,476	10,476
REMARKS			
- A further year to date increase in reserves of the mine is being evaluated.			
- Estimated capital expenditure for the next six months - R30 million.			

### STILFONTEIN

Gold Mining Company Limited

Company Registration No. 06/3341200

Steady performance maintained after last quarters' recovery

	Quarter ended	Quarter ended	Year ended
Issued capital - 13 032 020 shares of 50 cents each			
OPERATING RESULTS			
Mined ..... (m)	38,923	35,354	31,12,1988
Advanced ..... (m)	38,923	35,354	31,12,1988
Sampled ..... (m)	38,923	35,354	31,12,1988
Channel width ..... (m)	38,923	35,354	31,12,1988
Average grade ..... (%)	38,923	35,354	31,12,1988
Gold ..... (m)	38,923	35,354	31,12,1988
Working revenue ..... (m)	38,923	35,354	31,12,1988
Working costs ..... (m)	38,923	35,354	31,12,1988
Working income ..... (m)	38,923	35,354	31,12,1988
Gold price received ..... (m)	415	402	402
REMARKS			
- Payments to Beatrix Mine Limited:			
Royalties ..... (m)	15,003	16,000	31,743
Advanced and capital expenditure ..... (m)	8,013	10,476	19,098
(The dividends are non-voting paid)			
- Estimated capital expenditure for the next six months - R12 million.			
- The attention of shareholders is also drawn to the quarterly report of Beatrix Mine Limited, which appears elsewhere in this edition.			

### Marievale mine

(A division of Marievale Limited)

Lower grade and gold price affects income

	Quarter ended	Quarter ended	Year ended
Issued capital - 13 032 020 shares of 50 cents each			
OPERATING RESULTS			
Mined ..... (m)	38,923	35,354	31,12,1988
Advanced ..... (m)	38,923	35,354	31,12,1988
Sampled ..... (m)	38,923	35,354	31,12,1988
Channel width ..... (m)	38,923	35,354	31,12,1988
Average grade ..... (%)	38,923	35,354	31,12,1988
Gold ..... (m)	38,923	35,354	31,12,1988
Working revenue ..... (m)	38,923	35,354	31,12,1988
Working costs ..... (m)	38,923	35,354	31,12,1988
Working income ..... (m)	38,923	35,354	31,12,1988
Gold price received ..... (m)	415	402	402
REMARKS			
- The provision for taxation is reflected in Marievale Limited's interim report for the 6 month ended 31 December 1988, which will be posted to shareholders in due course.			
- The tonnage treated increased due to the inclusion of 15 000 tons of dump material from open up operations.			

### Chemwes Limited

Company Registration No. 04/02278/08

A subsidiary of Stiberman Gold Mining Company Limited

Settlement has been reached with the major customer

Operations ceased in December 1988

Issued capital - 1 000 shares of R1 each

	Quarter ended	Quarter ended	Year ended
Issued capital - 1 000 shares of R1 each			
OPERATING RESULTS			
Mined ..... (m)	31,12,1988	30,6,1989	31,12,1988
Gold ..... (m)	884,000	881,000	322,500
Yield ..... (%)	0.78	1.12	451.1
Working costs ..... (m)	870,000	865,000	81,054
Working income ..... (m)	211,500	124	32,815
Gold price received ..... (m)	211	124	424
Dividend declared ..... (m)	1,000	32,815	32,815

REMARKS

- Uranium production was curtailed at the plant and all operations ceased in December. Total costs of compensation amounting to R61,1 million, and the collection of a sum of R64,0 million, have been received to date by the major customer. Formal reactivation approval by its board will be sought in February.

### WEST RAND Consolidated Mines Limited

Company Registration No. 01/01928/08

Continued operation threatened by low grade reserves

Issued capital - 4 000 000 ordinary shares of R1 each

	Quarter ended	Quarter ended	Year ended
Issued capital - 4 000 000 ordinary shares of R1 each			
OPERATING RESULTS			
Mined ..... (m)	31,12,1988	30,6,1989	31,12,1988
Gold ..... (m)	884	880	1,222,000
Yield ..... (%)	5.0	5.1	4.5
Working costs ..... (m)	870,000	865,000	81,054
Working income ..... (m)	211,500	124	32,815
Gold price received ..... (m)	211	124	424

REMARKS

- Sundry income includes an insurance payment of R7,2 million received in respect of a fire at No. 5 Shaft on 8 October 1988.

- Estimated capital expenditure for the next six months - R12 million.

### WINKELHAAK Mines Limited

Company Registration No. 05/02606/08

No. 6 Shaft build-up slowed by faulting

Issued capital - 12 150 000 shares of R1 each

	Quarter ended	Quarter ended	Year ended
Issued capital - 12 150 000 shares of R1 each			
OPERATING RESULTS			
Mined ..... (m)	31,12,1988	30,6,1989	31,12,1988
Gold ..... (m)	884,000	880,000	2,055,000
Yield ..... (%)	5.0	5.0	4.5
Working costs ..... (m)	870,000	865,000	81,054
Working income ..... (m)	211,500	124	32,815
Gold price received ..... (m)	211	124	424

REMARKS

- No. 6 Shaft build-up is being established on 4 and 5 levels.

- Severe faulting is causing progress with stopes establishment to be slower than originally planned.

- The No. 6 Shaft is now at 14 level station elevation and the next 12 levels are being developed on 4 levels.

- Estimated capital expenditure for the next six months - R43 million.

### ORANGE FREE STATE & EVANDER

Company Registration No. 05/02743/08

## Oryx Gold Holdings Limited

(Incorporated in the Republic of South Africa)  
(Company Registration No. 68/01900/06)

Share capital: Stated - 587,500,100 ordinary shares of no-par value  
Issued - 165,000,200 ordinary shares of no-par value

REPORT FOR THE QUARTER ENDED 30 NOVEMBER 1988



	Quarter ended 30.11.88 £'000	Quarter ended 30.11.87 £'000
<b>INCOME STATEMENT</b>		
Income		
Interest received	3,106	4,447
Dividends received	2,584	1,832
Financing costs	5,709	5,882
Sundry expenditure	2,084	2,085
Income tax provision	143	225
Net profit	2,049	3,424
Income after taxation	1,469	2,321
Retained income at beginning of period	3,281	543
Retained income at end of period	5,224	3,281
<b>BALANCE SHEET</b>		
Capital employed		
Share capital	621,169	621,128
Retained income	6,324	3,281
Deferred taxation	627,493	624,409
Long-term liabilities (note 1)	58,713	57,247
Employment of capital		
Fixed assets	426,508	424,528
United investments (note 2)	52,876	120,284
Total fixed assets and investments	477,382	544,810
Loans to St Helena Gold Mines Limited	146,703	95,950
Net current assets	63,041	41,124
Current assets		
Debtors and prepayments	64,975	44,959
Cash and deposits	140	636
Current liabilities		
Creditors	1,834	2,984
Provision for taxation	134	1,982
	587,168	587,124

**NOTES:**

1. Long-term liabilities  
A Euroster loan of £25 million.  
The loan is fully covered.
2. United investments  
Preference shares (investment of surplus funds following rights issue) - at cost

**REMARKS:**

- (1) The capital project at the Oryx mine is progressing satisfactorily and shareholders are referred to the quarterly report of the Oryx mine for further details.
- (2) The figures are unaudited.

(3) The report has been approved and signed on behalf of the company by two directors.

Registered and head office  
General Mining Building  
8 Holland Street  
Johannesburg 2001  
(PO Box 61620, Marshalltown 2107)

Transfer offices  
South Africa:  
Central Registrars Limited  
124 Market Street  
Johannesburg 2001  
(PO Box 4844, Johannesburg 2000)

London office and secretaries  
Gencor (UK) Limited  
30 Elv Place  
London EC1N 6JA

United Kingdom:  
Hill Samuel Registrars Limited  
6 Greenwich Place  
London SW1P 1FL

Copies are available from:  
London Office, 30 Elv Place, London EC1N 6JA

## Nokia in cellular deal with AT&T

By Olli Virtanen in Helsinki

**NOKIA-MOBIRA**, the mobile telephone manufacturer owned by Nokia, the Finnish electronics group, has signed an agreement with AT&T Microelectronics of the US for the proprietary development of digital signal processing (DSP) components.

The agreement between the companies, which are the world leaders respectively in cellular mobile telephones and DSP technology, is aimed at providing Nokia-Mobira cellular telephones with a new generation of digital technology for the Pan-European cellular system (GSM) scheduled to start in 1991.

The jointly developed chips

will be based on the advanced submicron CMOS technology from AT&T. Furthermore the venture will tap into AT&T's design expertise and experience in DSP devices at the group's Bell Laboratories.

Nokia-Mobira has been involved in creation of the GSM system, which already covers 16 countries. The agreement with AT&T, says M. Timo Lehtonen, president of Nokia-Mobira, "further strengthens our position on future cellular phone markets and guarantees that we will have a state-of-the-art product when the Pan-European GSM system commences in 1991."

## Nadir extends Turkey interests

By Jim Bodenner  
in Ankara

**MR NADIR NADIR**, the Turkish-Cypriot entrepreneur, has taken another step towards becoming the largest and most influential publishing magnate in Turkey by purchasing Gellim Publications, whose flagship is the weekly *Nokta*.

Last year, Mr Nadir, president of the UK's Poly Peck International, bought the Veb Ofset chain which includes the mass circulation *Günaydin* newspaper. *Nokta* has a 50,000 circulation.

## Sanofi net profit up 24%

**SANOFI**, the pharmaceutical unit of Elf Atochem, France's state-controlled energy group, announced provisional consolidated net profit, excluding non-recurring gains, of about FF750m (£110m) for 1988, up 24 per cent from FF700m in 1987, writes Our Financial Staff.

The advance is based on a 15 per cent gain in consolidated revenue to FF14.531bn from FF12.635bn in 1987.

Sanofi did not disclose its estimates for consolidated net profit after extraordinary items. In 1987 this was FF1.471bn, but more than half

of this reflected a one-time gain of FF584m.

• Club Med Inc, US subsidiary of the French tourism group, suffered a 49 per cent fall in net profits in the year ended October 31. Earnings were FF2.7m against FF1.4m in 1987, despite a rise in turnover from FF70.4m to FF12.4m.

In Paris, Club Med said the subsidiary's setback was due to several exceptional factors - including the continued closure of its village in Haiti and the delay in opening its Huatulco and Playa Blanca villages in Mexico.

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## INTERNATIONAL COMPANIES AND FINANCE

## Coca-Cola forms joint venture with HK group

By John Elliss

in Hong Kong

COCA-COLA is linking up with Swire Pacific, the Hong-Kong trading group whose interests include Cathay Pacific. Aways, to form a soft-drink bottling joint venture called Coca-Cola-Swir Beverages with plants in Hong Kong, Taiwan and China.

The company has a paid-up capital of HK\$87m (US\$7.3m) and is owned on a 50-50 basis by the two partners. Swire, which has been trading in the China region for more than a century, already bottles Coca-Cola in Hong Kong and in the US, with operations based in Salt Lake City.

The new company owns 20 per cent of Swire Bottlers, which supplies two-thirds of Hong Kong's bottled soft drinks and has a new plant opening later this year.

The company also has 20 per cent of Taiwan Coca-Cola Bottling Company. This is a joint venture between Coca-Cola and local Taiwan interests, which is considering a new soft drink-based venture on the island.

In China the company has a majority interest in BC Development Company, a Coca-Cola joint venture with Peng-based China International Trust and Investment Corporation (Citic), which has two bottling operations opening in Hangzhou and Nanjing later this year.

## No ducking the Bombay bull

R.C. Murthy reports on the reform of India's largest stock market

Most companies seeking a listing on the Bombay Stock Exchange (BSE), India's largest, will from now on support market makers who will offer two-way quotations for their shares.

The measure is one of a package of reforms introduced last week to improve liquidity in the current bullish market. Volume of business on the BSE, which accounts for nearly two thirds of the country's stock trading, was at a record level (Rs4.4bn) last year, surpassing the previous best, Rs1.99bn, in 1985.

The new issues market also turned buoyant and the corporate sector is expected to have raised some Rs60bn in the year to March, up by a fifth from Rs25bn in 1986-87.

As investors return to the market, the authorities have been acting to limit the scope for malpractice. Insider trading, short selling and the issue of misleading prospectuses by day-night companies turned three years ago at the height of the last bull phase.

The regulation of the new issues market has been relatively easy to effect but the authorities have been forced to proceed more slowly on reforms in the secondary market because of broker resistance.

The BSE has unveiled plans for a Rs60m automation programme and the introduction of a national 100-share index, which has become possible through a computer link-up with stockmarkets in Calcutta, Delhi, Madras and Ahmedabad.

The number of transactions on the BSE has more than trebled to an average 1.2m per day last year from less than 40,000 a day in the bear phase of 1987-88. This wide fluctuation is posing problems, as the success of the exchange's plans depends on co-operation from stockbrokers, many of whom are reluctant to commit funds of their own.

Brokers are unable to cope with the current rush of business but remain unwilling to hire additional staff as they



which the money is to be put. Arthur Andersen, the international consulting firm that was commissioned to study Indian stock markets, says that of the large number of securities issues made in recent years, many of which were for relatively young companies, only a small number of companies are actively traded.

Andersen, whose recommendations on the appointment of market makers have now been implemented, has proposed a two-tier trading system. Companies seeking a listing on the main market should have a paid-up capital of at least Rs50m and a track record of three years of which the last year should have been profitable. For entry to the second tier, the company should merely have commenced commercial production.

Stockbrokers would be responsible to the stock exchanges for thorough vetting of a company prior to a public issue, and for on-going liaison with company management to ensure that stock exchange rules are adhered to and that company information is properly disseminated.

The reforms are aimed at enabling the corporate sector to raise resources for its growth, improving market liquidity, and providing adequate protection for investors.

As part of the efforts to broaden the secondary market, stockbroking is to be opened to banks and other financial institutions while individual brokers and partnerships are being steered towards incorporation as joint stock companies.

To that end the government has approved the creation of a merchant bank, to be formed as a joint venture between JM Financial and Investment Consultancy Services and the International Finance Corporation, a World Bank affiliate. This entry will also undertake share broking.

The moves together amount to a carrot-and-stick policy to modernise broking so that operators will have enough financial muscle to withstand the vicissitudes of business cycles.

## Soaring metal prices hoist MIM profit

By Bruce Jacques in Sydney

MIM HOLDINGS, the leading Australian mining group, overcame a continuing heavy deficit in its coal operations to record a strong boost in profit and dividend for the half-year to December and a welcome reduction in its debt burden.

Rising prices for copper, lead and zinc helped the company add one cent per annum and cut the interest payable on the relevant interest rate payment. Total interest on the notes was A\$105.52m, up A\$10.000. Note A\$1512.640. per

A\$220.000 Notes.

The bulk of the improvement came in the second quarter, with earnings for the first three months stated at a mere A\$8.5m. The effect of

increased metal prices was also evident on half-year sales, which jumped to A\$347.5m from A\$704.5m.

Directors have raised the interim dividend from two cents to three cents a share on capital increased by a recent equity issue. The payout, costing A\$5.7m against A\$15.5m, will be unfractionated for Australian dividend imputation purposes.

Pre-tax, the company lifted earnings from A\$35.6m to A\$129.2m. The net result excluded a A\$25.2m exchange gain compared with a A\$0.3m

loss previously.

The directors made it clear that metals operations had carried the group, disclosing that the pre-tax loss on its three-mine northern Queensland coal operation had ballooned from A\$16.5m to A\$93.2m in the half. They said coal revenues had been affected by the rising value of the Australian currency as well as by industrial disruption.

Directors pointed to a substantial, but undisclosed reduction in interest expense following a cut in group debt to A\$1.07bn from A\$1.56bn. "This

should be further improved in the third quarter with the receipt of A\$120m from the sale of MIM's 40 per cent interest in the Agnew mine," they said.

On metal prices, the directors noted that copper prices increased from 80 US cents to US\$1.50 a pound over the past year. "Supply and demand fundamentals indicate a continuation of strong prices into 1989," they said. "Zinc prices continued their strong gains of the last 12 months, ending the second quarter 25 per cent higher than the corresponding quarter last year."

## INTERNATIONAL APPOINTMENTS

## Future chief for BNP's investment banking unit

By George Graham in Paris

BANQUE Nationale de Paris, the largest French state sector bank, has named Mr Georges Chodron de Courcel to take over in March as head of Baned, its investment banking subsidiary, replacing Mr Gerard Nouis.

A JUDGE at the centre of last year's takeover battle for Société Générale de Belgique, the biggest holding company in Belgium in which the French Financière de Suez now has a controlling interest, has been named the next head of BNP's portfo-

lio investment subsidiary.

He will be succeeded as chief of BNP's fund management and client advisory services by Mr Olivier Lacoin.

Mr Chodron de Courcel will also assume responsibility for financial affairs and industrial investments at the parent bank, besides remaining chairman of Compagnie d'Investissements de Paris, BNP's portfolio

the country's financial watchdog.

Mr Jean-Louis Duplat, 51, currently president of the Brussels Commercial Court, ruled that La Générale's decision to issue 12m new shares to weaken a bid by Mr Carlo De Benedetti, the Italian entrepreneur, represented an irregular use of authorised capital.

Appointed for a six-year term, Mr Duplat will steer the Banking Commission into a reinforced supervisory role.

## Three senior Nesbitt Thomson staff form energy consultancy

By Robert Gibbons in Montreal

THREE SENIOR people from the Calgary office of Nesbitt Thomson Deacon, a major national investment bank owned by the Bank of Montreal, have left to form a new energy consulting business.

The new firm will probably be financed by Power Corporation of Canada, holding company of Mr Paul Desmarais, the Montreal financier.

The group leaving Nesbitt is headed by Mr Marc van Wielin-

cial and administrative officer, has resigned to pursue other interests.

A replacement has yet to be named. Mr Navin, 50, will continue to be associated with Honeywell as a consultant.

The company warned last month that it will report a net loss for 1988 possibly exceeding \$400m, following substantial write-offs on military contracts, restructuring charges and additional tax payments.

## Bankers Trust vice chairman to retire

BANKERS TRUST New York

stated that Mr Philip M. Hampton, vice chairman of the company and of Bankers Trust, its subsidiary, will retire at the end of January.

Mr Hampton's responsibilities will be spread among three other members of the bank's management committee: Ralph MacDonald Jr, managing director of corporate finance; Eugene B. Shanks Jr, managing director of global markets; and George J. Voita, executive vice president of strategic planning and administration.

GENERAL Instrument, the US cable television and electronic systems group, has promoted Mr Lawrence Dunham to a newly created post of president at its VideoCipher division, where his previous role was executive vice president and

general manager.

The division, whose secure transmission and reception technology is widely used in the US, provides in the UK under the name Eurocypher vital scrambling systems for British Satellite Broadcasting.

LOCKHEED, a leading US aerospace contractor, has appointed Mr Donald Neese, staff vice president of the corporation and acting president of Lockheed International.

Mr Robert Conley, 65, former Lockheed International president, retired at the end of 1983 after 20 years with the group.

Mr Neese, 48, joined Lockheed 10 years ago after a 20-year career with the US Air Force. He was named vice president, Asia-Pacific region in 1985, and played a key role in developing new business opportunities for Lockheed in that area of the world. He is also president of Lockheed Aircraft (Asia) and Lockheed China.

MOTOROLA, a leading US semiconductor maker, has promoted Mr Barry Waite, already a corporate vice president, to general manager of its Geneva-based European Semiconductor Group. He was formerly assistant general manager.

Mr Waite, 40, and of British birth, has been in the semiconductor industry since 1970, both in Europe and the US. He joined Motorola in Scotland in 1982, and in 1987 was awarded the OBE for services to export.

Kansallis-Osake-Pankki, a leading Finnish bank, has appointed at its New York branch Mr John Hickey as first vice president and treasurer.

The securities referred to below have not been registered under the United States Securities Act of 1933, as amended, and may not be offered, sold or delivered directly or indirectly in the United States of America or to United States persons.

These securities having been sold, this announcement appears as a matter of record only.

December 1988

## Nestlé Holdings, Inc.

(Incorporated in the State of Delaware, United States of America)

ECU 250,000,000

7 3/8 per cent. Notes due 1991

Bankers Trust International Limited

Banque Bruxelles Lambert S.A.  
Crédit Commercial de France  
SBCI Swiss Bank Corporation Investment  
banking

Banque Paribas Capital Markets Limited  
Credit Suisse First Boston Limited  
Union Bank of Switzerland (Securities)  
Limited

Amsterdam-Rotterdam Bank N.V.

BNP Capital Markets Limited

BNL Investment Bank plc

Chase Investment Bank

Citicorp Investment Bank Limited

Commerzbank Aktiengesellschaft

Crédit Lyonnais

Deutsche Bank Capital Markets

Dresdner Bank Aktiengesellschaft

Generale Bank

HandelsBank NatWest

Istituto Bancario San Paolo di Torino

Leu Securities Limited

Lombard, Odier International Underwriters S.A.

Morgan Stanley International

Pictet International Ltd

Sanwa International Limited

Yamaichi International (Europe) Limited

Julius Baer International Limited

Banca del Gottardo

BSI - Banca Della Svizzera Italiana

Bank J. Vontobel & Co. AG

Banque Générale du Luxembourg S.A.

Banque Privée Edmond de Rothschild S.A., Geneva

Compagnie de Banque et D'Investissements, CBI

Nomura International Limited

Swiss Cantobank Securities Limited

Union de Banques Arabes et Françaises - U.B.A.F.

Canadian Pacific Securities Limited

U.S.\$1,000,000,000

Eight Year

Loan and Note Issuance Facility

The Royal Bank of Canada

Morgan Guaranty Trust Company of New York

as Arrangers

Citicorp Canada

The Dai-Ichi Kangyo Bank, Limited

National Westminster Bank Group

The Sumitomo Bank, Limited

Union Bank of Switzerland (Canada)

as Lead Managers

Amsterdam-Rotterdam Bank N.V.

Banque Nationale de Paris

Canadian Imperial Bank of Commerce

Credit Suisse Canada

The First National Bank of Boston

National Bank of Canada

Westdeutsche Landesbank Girozentrale

as Managers

Morgan Guaranty Trust Company of New York

as Facility Agent





## Bid fails as Wardle gains only 24.9% of Armstrong

By Clare Pearson

WARDLE STOREYS' £83m hostile offer for Armstrong Equipment failed yesterday when the plastic sheeting and survival equipment group acquired or received acceptances for only 24.9 per cent of Armstrong's equity.

Mr Roy Watts, chairman of Armstrong, a manufacturer of industrial fasteners and motor components, said: "I'm delighted that our shareholders have supported the management. Our task now is to fulfill the faith they have placed in us, and I'm confident we will do so."

Armstrong, which has suffered a number of setbacks in its recovery programme headed by Mr Watts, is forecasting pre-tax profits of £8.5m, up 49 per cent, for the year to July 1.

Wardle's chances of success diminished when it ruled out improving the terms of its shares-and-cash offer at the beginning of the month. That sent Armstrong's share price, which had stood at above 160p before Christmas, tumbling below the level of Wardle's offer, worth around 155p.

The final stage of the bid was dominated by widely differing assessments from the two sides of the likely value of Armstrong shares if the bid, which provided a prospective



Roy Watts - delighted with shareholder support

p/c of more than 13, lapsed.

Wardle argued that the shares, which traded at around 130p just before the offer was announced in mid-November, could slip as low as 85p.

Armstrong, on the other hand, claimed that they should not much below the pre-announcement price, even though this put them ahead of other prospective multiples in the sector - because of the recovery prospects that had emerged during the bid. It had stressed that its forecast indicated a 2½% improvement in profitability in the second half.

Armstrong's shares closed 5p

higher at 130p. The offer had been widely expected to fail.

Mr Brian Taylor, Wardle's chief executive, yesterday said he still thought the terms had been extremely generous. "But clearly we would have had to pay a significantly higher price and that would have been just plain crazy."

He said that Caparo Industries, which ruled out accepting the offer at the end of last week, had offered Wardle 120p a share for the 2.7 per cent stake it held through an associate, Caparo, the largest Armstrong shareholder with 10.9 per cent, declined to comment.

This is Wardle's second failed hostile takeover bid with Mr Taylor at the helm - the company has shown strong growth in profits and earnings over the last four years. It follows the £62m offer for Chamberlain Phillips, shoe components and adhesives group, in the spring of 1987. Here too there was no apparent industrial logic for a merger.

Mr Taylor yesterday refused to be downcast by a second defeat. He said he was quite happy that Wardle retained its cash pile, which was to £32m at its last balance sheet date.

Armstrong was advised by Lazarus Brothers and Wardle Stores by Barclays de Zoete Wedd.

## Parkfield makes £12m disposal

By Ray Bachford

PARKFIELD GROUP, the industrial holding company headed by Mr Roger Felber, has sold its electrical goods distribution division for £12m.

Bridisco, an electrical equipment distributor with annual sales of £45m, has purchased the three companies which form the division, Lighting Electrical Distributors, Lighting Electrical Distributors (Industrial) and Cidale.

Parkfield has been in discussions about the sale of the loss-making division since last October.

The company said that for the division to achieve profit-

ability it was necessary to combine it with a larger group.

"The choice was either to acquire a competitor or to dispose of the business and reinvest the proceeds in the group's mainstream activities," the board said.

In the year to April 30 last year the division incurred losses of £1.1m before tax and reorganisation costs, on sales of £29m.

Parkfield increased pre-tax profits by 29 per cent to £6.8m in the six months to October 31 from its other diverse activities, ranging from chassis man-

ufacture to video distribution.

Of the total consideration, £5.5m is in cash, £1m being payable on delivery of completion accounts and a further £4.5m payable next July.

The balance of £6.5m was settled at completion by the issue of three year redeemable preference shares of Bridisco carrying a zero coupon for the first 18 months and 12 per cent annual coupon for the following 18 months.

Parkfield directors said it was their intention to sell these shares to an unnamed financial institution.

## Emess sells 60% of M Black

By Clay Harris

EMESS, the lighting and electrical accessories group, has sold to management a 60 per cent stake in Michael Black, its small consumer electronics retail chain. Emess will raise £2.5m from the disposal, which values Michael Black at £4.17m.

Mr Michael Meyer, chair-

man, said Emess wanted to concentrate on its higher margin core activities. Michael Black was making less than 6 per cent pre-tax, only half the returns elsewhere in the group, on annual turnover of £6.5m.

Moreover, no growth was being achieved in the current financial year with the nation-

wide depressed demand for consumer electronics.

Michael Black has shops at Cumbernauld and Newcastle and franchised outlets elsewhere in Scotland and the north of England.

Emess bought it for £3.31m in 1984 after a bidding battle with Highgate & Job, the Scottish industrial company. After the takeover, Emess recouped £1.9m through Michael Black's cash balances and property disposals.

Mr Brian Dinhams, up to now the Emess main board director responsible for Michael Black, will become its majority shareholder as well as chief executive of Polytechnic Electronics.

US-quoted Polytechnic, based in Daventry, Northamptonshire, designs and makes electronic navigation equipment. The company said that it had known Emess, a Peck subsidiary with interests in traffic measurement instrumentation and acoustic consultancy, for sometime, and that relations had become increasingly close recently. It also claimed that Peck's greater bulk and financial muscle would usefully augment its business.

The terms of the deal are

not yet known.

**Jarvis Porter rationalisation**

Jarvis Porter, the label and packaging printer, said yesterday it had taken three important steps in its rationalisation package.

The group is selling the busi-

ness and certain assets of R B Macmillan, a self-adhesive

label company, to its management for total consideration of £1.45m.

Jarvis has also completed the move of its London self-adhesive plant to Mitcham; the premises in Fulham have been sold for £770,000.

## Northern Foods

£100,000,000

Multiple Option Facility

arranged by

NM Rothschild & Sons Limited

Managers

Amsterdam-Rotterdam Bank N.V.

Midland Bank plc

Robobank Nederland

London Branch

Barclays Bank PLC

National Westminster Bank PLC

Co-Managers

The Dai-Ichi Kangyo Bank, Limited

The Fuji Bank, Limited

Participants

Den Danske Bank

Lloyds Bank PLC

NM Rothschild & Sons Limited

The Sumitomo Bank, Limited

Additional Tender Panel Banks

Henry Ansbacher & Co. Limited

Banca Commerciale Italiana

Banca Nazionale del Lavoro

Banco di Roma

Banque Indosuez

CIC-Union Européenne, Internationale et Cie

Commerzbank Aktiengesellschaft

Crédit Lyonnais

Deutsche Bank Aktiengesellschaft

DG BANK Deutsche Genossenschaftsbank

Istituto Bancario San Paolo di Torino

Kleinwort Benson Limited

Kreditbank N.V.

The Mitsubishi Bank, Limited

Morgan Grenfell & Co. Limited

Société Générale

Yamazaki Bank (U.K.) plc

Facility and Tender Panel Agent

N M Rothschild & Sons Limited

January 1989

## UK COMPANY NEWS

### Foes search to uncover investors' loyalty

Terry Dodsworth on the small groupings that may decide the GEC-Plessey battle

**W**HAT YOU have to remember is that there is no shareholder loyalty at all in the electronics sector. This is the worst performing sector in the stock market since 1982, and it is no exaggeration to say that loyalty among institutional investors is absolutely zero.

One is hard to see, another in the City sees the battle for the hearts and minds of the shareholders who will decide the outcome of the struggle between GEC and Plessey.

Institutional shareholders, he believes, have taken such a hammering over the last few years that many of them will be only too happy to sell the shares of either company.

The key decisions that determine the future of the two groups will come down to only a few major shareholders.

About 47 per cent of GEC, according to some calculations, is owned by about 50 shareholders.

In the case of Plessey, 25 per cent of the stock is reckoned to be in 10 hands; indeed,

one institution alone, the Guardian Royal Exchange, has a 7.5 per cent holding.

Most of these organisations are waiting to see developments as the joint bid for Plessey mounted by GEC and Siemens of West Germany winds its way through the Monopolies and Mergers Commission.

But the balance of opinion seems to be weighted in favour of GEC, partly because it has put a firm proposition on the table. Factors in the argument include:

• Shareholders are interested, but bemused, by the Metson consortium proposal to take over GEC. This offer, organised by the Lazard merchant bank and supported by Plessey, has not so far convinced investors because of the changes it has undergone as first one industrial backer and then another has lost interest.

But it would clearly attract some following if it could be mounted satisfactorily.

"I would like GEC to be bro-

ken up," says one investment

manager. "I think GEC has gone to sleep. For me, the GEC-Siemens bid for Plessey is very much a second best option."

• A number of institutions say they have been in favour of rationalisation in the UK electronics industry for several years. For fund managers in this camp, the MMC's refusal of the previous GEC bid for Plessey in 1986 was an error, it was believed, because the last bid had been successful.

• Some investors are not particularly keen on holding shares in the company, which they believe to be overvalued.

• Some investors are not enthusiastic over the acquisition programme launched recently by Plessey. They argue that it may have paid too much for some of the companies acquired, though they concede that it is too early to make a firm judgment.

• Other investors contend that the Metson proposals, as

sketched out up to now, would not be particularly attractive.

One suggestion is that the Metson-organised break-up of GEC would give Plessey a large slice of Marconi, GEC's defence company. "I'm not sure that I want to invest in a pure defence electronics group," says one manager.

Another says he would not be particularly keen on holding shares in the company, which he believes to be overvalued.

• Support for GEC, while by no means enthusiastic, is stronger for two reasons. First, Lord Weinstock, its managing director, still carries plenty of clout with many institutional managers, who have made money out of the GEC stock in the past.

Second, they can see a relatively clear strategy in the

GEC proposals for changing the industry. Some investment managers argue that GEC has had a particularly difficult future to plough over the last few years, because the sector it works in has been subject to a strong cyclical downturn and heavy international competition. It has been hard, they say, for GEC to break out of the deadlock because of political considerations - the MMC's obstruction over Plessey in the UK, the German Government's refusal of efforts to take over AEG, and antagonism in the rest of Europe.

These investors believe that GEC is now making a valiant attempt to use the possibilities aroused by the 1989 barrier-free Community market. "What GEC needs to do is to match its high margins with the extra volume it can achieve from the activity of the European companies it is linking up with," said one of these enthusiasts.

"If it can do that, our support will have been justified."

## John Tams in bone china buy for £3m

By Fiona Thompson

John Tams Group, Stoke-on-Trent based ceramic mugs and tableware manufacturer, has made its first acquisition since joining the FTSM last June with the purchase of A.T. Finney & Sons, producer of "quality bone china" tableware, for £3.07m cash.

Finney's tableware, decorated in-house and marketed under the Duchess China trade name, is aimed principally at the mid-price range. Most of its sales are in the UK, although exports, mainly to North America, Australia and Japan, represent about 20 per cent of turnover.

In the year to March 31 1988, Finney made pre-tax profits of £394,000. Based on the acquisition price this represents an actual exit p/c of 12%.

Mr Gerald Tams, chairman and managing director of Tams, said that the buy-out was not unexpected. "I suspect that planning a management buy-out, and that is what they choose not to meet me," he said.

A sale of the entire company was categorically denied by Kleinwort Benson, merchant bankers to the retail group.

Mr Michael Julien, Storehouse chief executive, replied on Monday in a brief letter.

"The directors," he wrote, "have come out into the open yesterday."

Storehouse shares were yesterday unchanged at 155p, valuing the company at £756m.

John Tams' chairman and managing director, of

Great Western Resources, reported pre-tax income of £16.97m in the year to September 30 1988. This included a foreign currency gain of £4.3m. The profit figure was incorrectly stated in our report on January 14.

Finney will operate as a separate subsidiary and continue to make its current products, said Mr Tams.

**CORRECTION**

**Great Western Res.**

Great Western Resources reported pre-tax income of £16.97m in the year to September 30 1988. This included a foreign currency gain of £4.3m. The profit figure was incorrectly stated in our report on January 14.</p

## UK COMPANY NEWS

# Acquisition helps Lookers advance 53% to £6.32m

By John Thornhill

LOOKERS, Manchester-based motor dealer, increased its pre-tax profits by 53 per cent to £6.32m in the year to the end of September 1988. Turnover advanced 60 per cent from £16.63m to £27.01m. Its shares rose 15p to 172p.

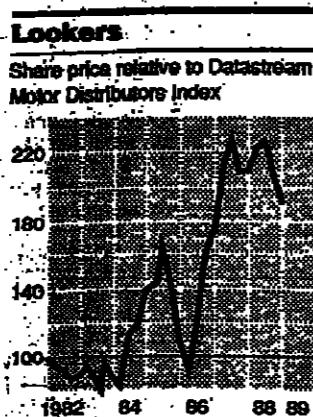
These substantial increases were mainly due to the contribution made by the northern England-based Martins group of dealerships, which Lookers acquired for £2.83m in November 1987.

Mr Ken Martindale, Lookers' chairman, yesterday said that Martins had contributed £7.6m to the company's turnover and about £1m to profits. Group earnings per share increased by 35 per cent to 25p (18.5p, adjusted for a one-for-one capitalisation issue).

The proposed final dividend is 3.7p (2.875p adjusted) making a total of 5.35p (4.175p adjusted).

Mr Martindale said Lookers had benefited from the buoyancy in 1988 in the car market which had risen to a record level for the fourth consecutive year. The company had sold 20,424 new cars, vans and trucks and 16,902 used vehicles during the year.

Although he expected the new car market to shrink next



had all performed steadily, he said.

## • COMMENT

Lookers has turned in impressive figures, but the worry must be over how long such growth can be sustained in a harsher economic climate. A drop of 5 per cent in the new car market would probably not affect results significantly but a fall of 10 per cent - not inconceivable - would certainly squeeze. The chairman may be right in assuming that the north will prove more recession-proof than the south. Used car dealing and servicing provide a good fallback as well.

The 7.25 per cent stake bought by T. Cowie, Sunderland-based motor group, probably does not signal an imminent takeover battle. Mr Tom Cowie should be seen as a shrewd stockmarket operator in his sector and not as a potential bidder. Moreover, Woodchester Investments shows no sign of wanting either to sell or increase its friendly 28.8 per cent stake.

Assuming modest growth in pre-tax profits to 27p, the shares stand on a prospective p/e of about 6.5p and appear to be a safe, if unspectacular, investment.

Lookers' other interests in vehicle contract hire, agricultural machinery and caravans

# GFW clarifies its position on RHM

By Nikki Tait

SHARES IN Ranks Hovis MMC inquiry or, alternatively, McDonald dropped sharply in early trading yesterday after a variety of reports from Australia and New Zealand appeared to play down recent speculation that some sort of renewed predatory action, based around the 29.8 per cent stake held by Sydney-based Goodman Fielder Wattle, was imminent.

However, the shares later recovered to close up higher at 37.5p.

GFW made a £1.7bn bid for RHM, UK food and bakeries group, last summer, but this was referred to the Monopolies and Mergers Commission.

GFW subsequently withdrew from the inquiry, and announced that it was inviting offers for its stake. Talk of some sort of break-up bid was first mooted in November when a suitable buyer could not be found.

Since Christmas, there has been speculation that GFW might be seeking to reopen the

RHM

camp.

The

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## UK COMPANY NEWS

## First Leisure boosted by bowling and discotheques

By Vanessa Houlder

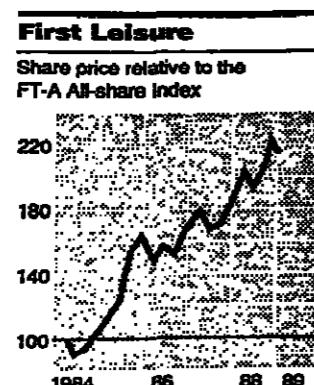
**STRONG GROWTH** in discotheques and ten-pin bowling operations led to a 25 per cent rise in pre-tax profits at First Leisure from £16.11m to £20.17m for the year to October 31. Turnover increased by 22 per cent to £81.12m (£65.2m).

Mr John Conlan, chief executive, announced the intention to sell 19 pubs in the Portsmouth area, bought in December 1987 for £5.7m. Although profitable, they were unlikely to meet the group's criteria of a 20 per cent return on investment. Negotiations for the sale were at an advanced stage.

Mr Conlan said the company aimed for growth through organic expansion. The company was continuing to research expansion possibilities in Europe.

During the year, the company opened or acquired four discotheques, three cafe bars, five bowling alleys, two hotels and one caravan park. It spent £4.3m on acquisitions, new developments and refurbishments. This year it plans £3m of capital expenditure.

The breakdown of operating profits showed that the contribution from resorts increased by 12 per cent to £11.36m; dancing and sports increased by 39 per cent to £13.31m; theatres



A final dividend of 2.03p made a total of 2.39p for the year, an increase of 26 per cent.

### COMMENT

Given the rave reviews earned by its musical, 10-pin bowling alleys and discos, First Leisure can scarcely be accused of stirring up boredom. But that is close to the response elicited in the City, which has grown used to its perennially and predictably good results.

Accordingly, the shares responded to yesterday's results by dropping 2p to 18p. Organic growth of 20 per cent a year seems set to continue given First Leisure's heavy capital expenditure and the quick returns being experienced in new openings. The management is credited with careful planning, although it could experience difficulties in finding suitably-priced new sites. Another potential dampener could be the downturn in tourism spending. That said, First Leisure is best positioned to benefit from the low overhead involved in going to a disco or bowling alley, should the business relatively undimmed by higher mortgage rates. All in all, the shares are reckoned to deserve their premium rating of 13, assuming pre-tax profits of £22m this year.

Profits in the theatre division declined due to the winding-down of *Chess* at the Prince Edward.

Earnings per share increased by 25 per cent to 10.29p (£2.5p). The final dividend of 2.03p made a total of 2.39p for the year. An increase of 26 per cent.

## UAP raises stake in Sun Life to 19.24%

By Nick Bunker

UNION DES Assurances de Paris (UAP), the state-controlled French insurance group, edged up its stake in the UK's Sun Life Assurance to 19.24 per cent, after picking up shares in the market over the last 10 days.

The announcement from UAP yesterday came as little surprise to traders and analysts, who had noted that Sun Life's share price had risen 110p since the beginning of last week, when they were at 88p, and suspected that UAP was behind the buying.

UAP's previous holding was 18.2 per cent, which it acquired via a dawn raid on September 30 and a deal which gave it control of a 7.5 per cent stake formerly held by Brussels insurer Groupe AG.

The extra share-buying last month is believed to have been triggered by a deal made by UAP for Sun Life, in view of comments last September by Mr Jean-Claude Haas, of Mureaux, president of Compagnie UAP's adviser, who said it had no intention of bidding.

Some life assurance analysts speculated that UAP could be positioning itself in advance of a rights issue at Sun Life.

## Matthew Clark bubbles up to £3.3m

By Lisa Wood

MATTHEW CLARK and Sons (Holdings), the wines and spirits distributor, yesterday reported pre-tax profit 12 per cent higher at £3.3m for the six months to end-October 1988.

Turnover from group activities, including Sealark Transport, the south east England distribution business and I H Baker, Australian wines distributor, rose by some 10 per cent from £23.4m to £28.81m after customs and excise duty of £14.2m (£15.09m).

Attributable profits were £1.37m (£1.1m) with earnings per share increasing over 22 per cent from 12.5p to 15.3p. The interim dividend was raised to 5.5p (4.5p).

I H Baker converted last

year's £123,000 loss into profits of £155,000.

The business showed a substantially improved turnover in the period with more aggressive marketing of agency brands.

Strong growth in sales was achieved by Clark's agency business, which included Macallan malt whisky, Taittinger champagne, Martell cognac, Jägermeister armagnac and several Irish whiskey brands.

The continuing agency for the whiskey brands is uncertain following the acquisition of Irish Distillers by Pernod Ricard.

What is certain, however, is that in May, Clark's agency

subsidiary will lose the UK agency for Martell cognac and Jägermeister armagnac because Seagram, which acquired Martell last year, wants to use its own distribution channels.

Mr Gordon Clark said that while the brands accounted for an important part of group turnover, he was confident there would be no dip in profits in 1989-90 due to the loss of these key brands.

Cost savings were being made by redundancies in the subsidiary. Other savings were coming from moving the Stone's Ginger Wine business to Leeds.

Matthew Clark shares closed up up at 41p.

## Maxwell in £22m Israeli expansion

By Andrew Whitley in Herzlia, Israel

MR ROBERT MAXWELL, the media magnate, has taken effective control of Schtex Corporation, Israel's flagships hi-tech company, by acquiring 27 per cent of its enlarged share capital of \$38m (£22m).

Under the deal, made through Mirror Group — Mr Maxwell replaces Mr Efraim Arazi, Schtex's founder, as chairman. His son Kevin was one of the three other directors named by Mr Maxwell.

At a press conference in Herzlia, where the company has

its headquarters, the British businessman said he intended to develop Schtex into a multinational enterprise. The problem the company now faces is the need to go international to form alliances, partnerships and make acquisitions.

Mr Maxwell said the goal would be to transform Schtex from a \$200m company into a business with annual revenues exceeding \$500m, through the provision of international capital and distribution facilities.

A statement issued by the

newspaper interests to one of the most innovative companies in the fields of colour printing and graphic arts. Schtex press systems have become an industry standard worldwide.

After three successive years of losses, totalling nearly £22m, the company returned to the black last year. For the first nine months of 1988 profits were £9.3m on sales of £152.2m, against a corresponding loss of £3.4m. Schtex forecast profits of £14m for 1988 on revenues of about \$190m.

## News Digest

### COURTNEY POPE

## Rise of 32% in first half

per cent ahead to 56m against 39.97m.

An interim dividend of 1.1p is declared, payable from earnings per 1p share of 5.05p (4.1p).

### HIGHLAND ELECT

## Trading up to expectations

COURTNEY Pope (Holdings), shopping, engineering and electrical group, reported a 32 per cent rise in profits for the half-year to end November.

The taxable figure of £1.84m compared with £1.36m and was from turnover 23 per cent ahead at £26.8m (£21.86m).

After tax £19.00m (£18.00m), and minorities £1.90m (£21.00m), earnings per 50p share worked through at 9.1p (8.99). The interim is raised to 3.5p (3.0p).

### ELECTRON HOUSE

## Progress to £2.1m midway

Improved market share, increasing profit margins and contributions from acquisitions resulted in an 82 per cent rise in pre-tax profits at Electron House in the six months to November 30. The advance from £1.1m to £2.01m was achieved on sales up 66 per cent from £24.19m to £20.22m.

They have declared an interim dividend of 2.5p (2.0p) on earnings per 10p share of 7.7p (5.32p).

### BUCKNALL AUSTIN

## Profits rise to £0.5m

In its first set of results since joining the USM last July, Bucknall Austin, quantity surveyor, cost control consultant and project manager, reported a 47 per cent rise from £351,000 to £516,000 for the six months to October 31. Turnover was 51

per cent ahead to £17.4m (£11.39m).

Earnings advanced 66 per cent to 1.2p (3.79p) per 50p share and the directors said that, as a result of these results, an interim dividend would be paid for the first time, of 1p.

### F COPSON

## Strong growth in all divisions

Strong performances in all divisions at F Copson, supplier of heating equipment and builders' materials, ensured an 83 per cent improvement in profits for the six months to the end of October.

The taxable figure of £1.6m (£0.90m) was struck on turnover increased by 53 per cent to £17.4m (£11.39m).

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### GRANVILLE

## SPONSORED SECURITIES

High	Low	Company	Price	Change	Div 01	Gross Yield	Per cent
200	185	Am. Brit. Ind. Ordinary	3.00d	0	10.3	3.4	8.1
200	185	Am. Brit. Ind. Ord. Cum	3.00	0	10.0	3.2	8.1
42	25	Armitage and Shanks	31	0	2.1	6.8	4.8
57	36	BBS Design group (USM)	30	0	1.4	2.7	1.8
173	158	Bardon Group (SD)	153	0	6.7	6.2	24.2
111	100	Bardon Group Co. Prv. (SD)	107	0	6.7	6.5	10.5
148	125	Bardon Traction (SD)	125	0	12.5	10.5	7.9
114	102	Breschill Corp. Prv.	108	0	11.8	10.2	10.2
267	244	CCL Group Ordinary	265	0	12.3	4.3	4.3
170	128	CCL Group 11 1/2 Cum. Prv.	168.5d	0	14.7	8.2	12.6
124	125	Caron Prv. (SD)	125	0	6.1	4.2	32.6
113	100	Caron Prv. 15% Prv. (SD)	107	0	10.3	9.4	17.0
356	347	George White	356	0	12.0	3.4	3.4
120	65	Gas Group	119.5d	0	3.3	15.7	15.7
118	67	Jackson Group (SD)	115	0	3.1	2.9	2.7
267	245	Mathewson NV (USM/SD)	265	0	7.5	7.2	2.9
111	94	Robert Jenkins	104	0	8.0	10.0	10.0
630	520	Shanks	520	0	7.7	2.6	13.3
250	194	Torday & Carlile Corp. Prv.	273	0	10.7	10.4	20.7
280	100	Torday & Carlile Corp. Prv.	103	0	2.7	2.0	30.6
76	54	Trotter Holdings (USM)	75	0	10.7	10.4	20.6
113	100	Turner Engineering Group (SD)	103	0	8.0	7.5	10.0
356	320	Veterinary Group Co. Prv.	354	0	22.0	1.2	3.4
356	203	Veterinary Group Co. Prv.	359	0	16.2	4.5	6.6

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FISE 100 Jan. 2215/2227 +5 Mar. 2226/2236 +2

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Financial strength allows profitable expansion and reduced unit costs. It gives greater freedom of investment, with the potential for better returns.

The proposed merger with AMP will give London Life that strength

## UK COMPANY NEWS

## Apricot pruned by profits warning

By Alan Cane

APRICOT COMPUTERS, the Birmingham-based manufacturer of high-performance workstations which had been enjoying a strong return to financial health after posting losses in the mid-80s, yesterday reported a setback.

The company said it was unlikely in the current year to repeat its 1987-88 profits of £2.2m because of unexpectedly poor third quarter results.

Apricot shares fell 12p to 71p on the announcement.

Despite an order backlog which exceeds £2m in value, Mr Roger Foster, chief executive, said he believed the shortfall cannot now be recovered by the end of the group's financial year in March.

While unwilling to put a figure on the amount by which profits would be reduced, he agreed it was unlikely to be more than £1m-2m.

Mr Christopher Loynes, the



Roger Foster: slowdown likely to continue throughout 1989

company's finance director, resigned two days ago but according to Mr Simon Hunt, deputy chief executive, his move was unconnected with the financial results.

Mr Loynes, a Londoner, had found it difficult to settle in the West Midlands, Mr Hunt said.

Apricot's third quarter shortfalls are the result of both technological problems and the anticipated cutbacks in financial services and software.

In the last quarter, Apricot completed a range of new ranges of advanced personal computers and workstations including a family of new design Micro General Architecture (MGA) - pioneered by International Business Machines, the specialist in personal computers.

Problems with supply of the

complementary MCA semiconductor chips, engineered and manu-

factured by Chips and Technologies of the US, delayed delivery of the new machines.

Apricot, recalling its harsh

experience of a similar change in technology left it with a substantial

inventory of virtually unsaleable machinery, had taken a

cautious view of stocks of its

earlier computer models and

found itself short of product

throughout the quarter.

Mr Foster said it had been a

temporary blip. Supply of the

MCA chip was now secure and

the backlog was being eroded.

He was less sanguine about

the slowdown in financial markets

which affected the performance of Apricot's Financial Systems division which contributes about one third of group profits.

Overheads had been reduced,

Mr Foster said, but profits of

the division were expected to

remain below budget for the

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## COMMODITIES AND AGRICULTURE

## Chicago grains steadier after hectic price plunge

By Deborah Hargreaves in Chicago

CHICAGO'S maize and soyabean futures markets paused for breath yesterday following the plunge in prices at the beginning of the week when speculators had rushed to quit the market in some of the heaviest trading since last summer's drought.

Mid-morning trading yesterday saw some consolidation in the maize market after the huge price drop that had taken futures to the lowest levels since November. But traders saw little chance of a recovery in price despite rumours that the Soviet Union was negotiating the purchase of 500,000 tonnes of US maize.

Maize futures prices plun-

ged early in the week in what one trader described as an "absolutely crazy" market. Prices fell by permissible daily limits in the first hour of trading on Monday, after Friday's US Department of Agriculture report revised figures for US maize output last year.

The Department's surprise figures put US maize production at 4.92bn bushels instead of its previous estimate for the drought-damaged crop of 4.7bn. This led to a flood of speculators pouring out of Chicago's markets at the beginning of the week and as the market contract declined locked in its price limit, much selling pressure spilled over into soybeans.

Soyabean futures prices sank further on news of heavy rains in growing areas in Brazil, which are expected to help the country's crop recover from earlier hot, dry weather. Both Brazil and Argentina have planted increased acreage of soybeans in response to last summer's US drought.

Wheat futures have seen

more support since the USDA announced that farmers had planted 12 per cent more winter wheat this year - 54.5m acres - which was below traders' expectations.

Wheat futures saw further strength yesterday as China entered the market to buy 750,000 tonnes of US wheat.

## EC faces grain sales squeeze

THE EUROPEAN Community may soon find itself in a budget pinch on grain export sales despite a fall in the cost of EC export subsidies because of higher world prices following last year's US drought, traders and government officials believe, reports Reuter.

The EC Commission has not said how much it budgeted for grain export subsidies in the 1988-89 (July-June) campaign, but it told the weekly EC Cereals Management Committee last month that its volume targets were 12m tonnes of soft wheat, 3.5m tonnes of flour, 1m to 1.5m tonnes of food aid, 2m tonnes of durum wheat, 8.5m tonnes of barley and 2.5m tonnes of malt in barley equivalent, said an official who was at the meeting.

Export licences had already been granted covering 80 per cent of the target for soft wheat, 85 per cent for barley and 85 per cent for durum, the commission said last month.

Since then the rate of granting has slowed.

Traders say the commission

may soon have to decide whether to shift money from elsewhere in the budget to continue an aggressive export campaign, or slow the pace of export sales to accommodate the budget constraint.

Ironically, a cash squeeze is possible because the amount allocated for export subsidies was cut in a revised budget after it became clear higher world grain prices would mean savings.

European grain traders say the French government in particular is keen to push ahead with an aggressive export campaign.

Mr Daniel Tournay, president of Onic, the French National Cereals Office, said in October that the EC share of world wheat and flour trade would reach 22 per cent in 1988-89, up from 14 per cent in 1987-88. That was higher than the 20 per cent EC share projected by the International Wheat Council, he noted.

In December the IWC forecast that the EC would export a record 20m tonnes of wheat

before it is willing to offer an added subsidy.

"At this stage of the year the Commission gets a bit cautious," said a European government official.

The Commission has shown before that it is willing to clamp down on exports to meet budget constraints. In July last year it limited cereals export authorisations to 1.6m tonnes because of scarce funds.

## Salesmen face racketeering charges

SIXTEEN FORMER employees of a defunct Boston-based commodities trading house have been indicted on charges that they used high-pressure techniques to tempt unwary investors into the highly volatile commodities markets, reports Reuter from Chicago.

The indictments charged that former employees of First Commodity Corporation of Boston talked 2,600 customers into investing \$0.6m, of which \$22.7m was allegedly lost in bad trades and excessive fees paid.

Mr Anton Valukis, the prosecutor, said the salesmen misled "unsophisticated investors" into buying commodities contracts, promising big profits -

sometimes as much as 1,000 per cent - by claiming, "all my customers are making money."

"Everyone was in fact losing money," Valukis told a news conference.

He estimated that up to 40,000 customers might have invested \$600m at First Commodity between 1980 and 1987, the period covered by the investigation, although he did not know how much was lost.

In addition to the 16 indicted, two other former employees have pleaded guilty and are co-operating with authorities in a continuing investigation at former First Commodity offices in Boston,

Miami, San Francisco, Los Angeles and New York.

The defendants, charged

with up to 187 counts of racketeering, mail and wire fraud, face up to 20 years in prison on each racketeering charge and five years for mail and wire fraud. They also face heavy fines.

First Commodity grew in the 1970s into one of the leading US commodity futures trading houses. But in 1987 the firm, facing a mountain of investor lawsuits and investigations, was sold to another company, which eventually closed.

The indictments seek forfeiture of \$2.7m dollars in profits from the alleged scheme.

Mr Leon complained that private fishing companies would not operate in coastal waters and that, rather than let the fish go to waste, he signed the contract with the Soviets. The state fishing fleet is practically paralysed because of lack of finance to repair the few trawlers they own.

Mr Alfredo Hohagen, the president of the National Fishing Society, has demanded a public inquiry.

"The existence of the Phelon fishing company is new to us," said Mr Leon.

"Clarification should be made as to who is behind it all... I am not anti-Soviet, but I am anti-depotary. The signing of this agreement would mean that in three years Peruvian waters would lose their biomass."

Adding to the confusion are conflicting decisions taken by judges in Lima and Paita, the large fishing port where Soviet trawlers are already anchored. The Paita judge suspended the agreement, whereas the Lima judge has given the go-ahead to the Soviets to start fishing.

There is a growing feeling that Mr Leon may have to resign because of the row, which has come at a bad time for the Government.

It is already embarrassed by a scandal involving Mr Remigio Morales Bermudez, the former Agriculture Minister, who has just been suspended from being active in the American Popular Revolutionary Alliance while investigations are carried out into irregularities in his importing of basic foodstuffs.

Changes in the status of

forestry, which has now been

## Soviet deal angers Peruvian fishermen

By Veronica Baruffi in Lima

A MAJOR row has blown up in Peru, following the signing of a three-year fishing agreement involving the Ministry of Fisheries, Pluton, a hitherto unknown private fishing enterprise, and the Government of the Soviet Union.

The agreement, signed on December 6, authorises 20 Soviet factory trawlers to operate within Peruvian waters from January 1, 1989.

Under the contract, the Soviets are allowed to catch up to 400,000 tonnes of fish a year, of which 17.4 per cent must be allocated to EPSEP, the state food firm company. Seveco, the Soviet counterpart, is allowed to buy 750,000 tonnes of fish a year.

Many consumers see the deal as final proof that the Ivory Coast has abandoned the international cocoa agreement, which is already in dire straits.

Its annual meeting last September ended in failure, with two key issues unresolved - the level of prices which the organisation should be trying to defend, and the huge level of arrears in levies owed to the organisation.

Since then prices have fallen further - the ICO defence range remains between 1,485 and 2,155 Special Drawing Rights a tonne, while the ICO average indicator yesterday stood at 1,071.01 SDRs. The

organisation should be trying to defend the price of old age in Peruvian waters.

Consumers now accuse the Ivory Coast of unilaterally setting up its own buffer stock of 200,000 tonnes with the help of Seveco, to the disregard of the cocoa agreement.

The ICO, which already holds the maximum 250,000

## Ivorian deal adds to cocoa gloom

David Blackwell on the dismal outlook for talks starting today

THE CONTROVERSIAL deal between the Ivory Coast and Seveco et Denrees is not on the agenda for the International Cocoa Organisation (ICO) talks which start in London today. But it seems certain to dominate this half-yearly session of the ICO Council.

Yesterday the French trading house, confirmed a fortnight ago after months of rumour that it was buying 400,000 tonnes of cocoa from the Ivory Coast, the world's best producer. Half the tonnage will be used with the other 200,000 tonnes going into storage in Europe for two years. The price Seveco paid is still not known.

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The ICO, which already holds the maximum 250,000

tonnes in the official buffer stock, could be looking at setting up a withholding scheme of a further 120,000 tonnes if the agreement were to run smoothly.

Yesterday Mr Rene Amani, managing director of the Caisse de Stabilisation (commodities marketing board), attacked speculators for playing the markets and talked about overproduction while to buy large quantities of Ivory Coast cocoa.

Ivorian cocoa is in great demand from Western end-users because of its top quality. But the Ivory Coast for most of last year refused to sell its cocoa for less than FFr 1,200 per 100 kilograms. This was above terminal market prices, which have been at historic lows because of a huge and growing overhang in overall world stocks.

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tonnes in the official buffer stock, could be looking at setting up a withholding scheme of a further 120,000 tonnes if the agreement were to run smoothly.

Meanwhile, the Ivory Coast deal, which is already being investigated by the European Commission, has caused some London trade houses to reduce their activities in the physical cocoa market, which trades 1m tonnes a year.

"We are not the only people cutting back," said Mr Jack Patterson, managing director yesterday, adding that the firm was keeping one cocoa trader.

Another trade house, confirming that it had trimmed its staff, said: "We are all feeling

the pinch following the Seveco deal."

## Indonesia urged to join coffee group

By Bridget Bloom, Agriculture Correspondent

AFRICAN COFFEE producers have asked Indonesia to join a planned coffee producer group to counter what they see as discrimination within the International Coffee Organisation.

The existence of the Phelon fishing company is new to us," said Mr Leon.

"Clarification should be made as to who is behind it all... I am not anti-Soviet, but I am anti-depotary. The signing of this agreement would mean that in three years Peruvian waters would lose their biomass."

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Changes in the status of

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Indonesia would be seeking a 6.5 per cent share of the global quota at the ICO meeting in March, compared with 5.21 per cent in 1988-89, Dharyono said.

Indonesia, the world's third largest producer of coffee, most of which is robusta, has complained that many consumers and major producers in the ICO tend to make quota cuts

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154.7	141.8	-6.0	-
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## **Money Market Trust Funds**

## Money Market Bank Accounts





## FOREIGN EXCHANGES

## Dollar shrugs off intervention

CENTRAL BANKS sold dollars in co-ordinated foreign exchange intervention yesterday, after poor US trade figures failed to dampen the markets demand for the currency. All members of the Group of Seven main industrial nations apart from Japan intervened against the dollar to buy D-Marks, but the US currency remained very strong.

The US Federal Reserve and West German Bundesbank entered the market at about the same time, during the European afternoon. They were followed by the Bank of France, Bank of Italy, Bank of Canada and Bank of England. It was also reported by dealers that the Bank of England sold sterling against the D-Mark. The Bank of Spain joined in the co-ordinated action to sell the dollar.

Dealers in Tokyo suggested the Bank of Japan might intervene if the dollar approaches Y130, but the yen has not been generally weak. Most of the downward pressure has been confined to the D-Mark. The yen is very strong against the German currency, with the D-Mark falling to a new low of Y68.67 in London last night, from Y68.87 in the Tokyo close.

A widening of the US trade gap overshadowed all other economic news yesterday, but had only a very short lived

downward impact on the dollar.

Little attention was paid to a slight narrowing of the Japanese trade surplus in December, a higher than expected repayment in the UK Public Sector Borrowing Requirement, or a slight tightening of the credit reins by the West German Bundesbank.

The dollar fell sharply, to a low of DM1.8400, on news that the November US trade deficit, on a customs basis, increased to a seasonally adjusted \$10.95bn, from \$8.75bn in October. The market was expecting a shortfall of around \$9.5bn. On the old CIF basis the adjusted trade gap widened to \$12.51bn from \$10.26bn, compared with forecasts of about \$11bn.

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As a reflection of the dollar's strength, sterling fell to its lowest level against the US currency since last October. The pound fell 1.30 cents to \$1.7800, and eased to \$1.7550 at 2125, but rose to \$1.7875/7900 from SF7.1182 and to SF7.1183/1185 from FF7.1155. Sterling's exchange rate index was unchanged at 98.2.

The market only saw this as an opportunity to buy the US currency at a favourable level, however. The dollar soared upwards, brushing aside the central banks and touching DM1.8785, the highest level

since September, before closing at DM1.8695, compared with DM1.8505 on Tuesday. The dollar also rose to Y12345 from Y127.70; to SF7.1585 from SF7.1576; and to FF7.1575 from FF7.1510. On Bank of England figures, the dollar's exchange rate index rose to 97.2 from 97.1.

Sterling was on the sidelines, but rose to another 2-year high against the depressed D-Mark, climbing to DM2.2800 from DM2.2725. There was virtually no reaction news that the PSBR repayment in December was above most City forecasts.

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## CURRENCIES, MONEY AND CAPITAL MARKETS

## FINANCIAL FUTURES

## Active day for German bonds

Early attention focused on the West German Government bond sector in Liffe trading yesterday where renewed speculation about a possible rise in the discount rate pushed values sharply weaker.

Trading volume was brisk with a record 13,471 lots traded. The March price dipped from an opening level of 94.93 to a low of 94.76. It closed at

94.87 down from 95.10 on Tuesday.

Short sterling futures spent an uncomfortable day, moving erratically within a narrow range as traders assessed news of a £2.1bn Public Sector Debt Repayment in December. Some traders argued that the size of the repayment suggests buoyant tax receipts derived from a strong economy and that this

could have inflationary implications. The March price touched a low of 87.19 after opening at 87.24 but came back to close at 87.26, unchanged from Tuesday.

US Treasury bonds rose quite sharply after a fall in US exports suggested that an optimistic reading on the US economy may be slowing.

Liffe long gilt futures options

Series Calls/puttions Put/puttions Mar Jun Jul Aug

Price 94.05 94.11 94.27 94.32

Vol 211 237 273 273

Open 94.05 94.11 94.27 94.32

Close 94.05 94.11 94.27 94.32

Estimated volume total: Calls 1210 Puts 626

Previous day's open int: Calls 20700 Puts 5700

Liffe US Treasury bond futures options

Series Calls/puttions Put/puttions Mar Jun Jul Aug

Price 97.90 98.00 98.10 98.20

Vol 202 226 250 272

Open 97.90 98.00 98.10 98.20

Close 97.90 98.00 98.10 98.20

Estimated volume total: Calls 726 Puts 264

Previous day's open int: Calls 20203 Puts 3091

Liffe FT-SE index futures options

Series Calls/puttions Put/puttions Mar Jun Jul Aug

Price 17.90 18.00 18.10 18.20

Vol 102 125 141 157

Open 17.90 18.00 18.10 18.20

Close 17.90 18.00 18.10 18.20

Estimated volume total: Calls 642 Puts 305

Previous day's open int: Calls 16954 Puts 1733

Liffe short sterling

Series Calls/puttions Put/puttions Mar Jun Jul Aug

Price 94.00 94.10 94.20 94.30

Vol 11 14 19 24

Open 94.00 94.10 94.20 94.30

Close 94.00 94.10 94.20 94.30

Estimated volume total: Calls 162 Puts 633

Previous day's open int: Calls 255 Puts 143

Liffe Philadelphia SE 25 options

Series Calls/puttions Put/puttions Mar Jun Jul Aug

Price 1.25 1.35 1.45 1.55

Vol 125 145 165 185

Open 1.25 1.35 1.45 1.55

Close 1.25 1.35 1.45 1.55

Estimated volume total: Calls 255 Puts 143

Previous day's open int: Calls 255 Puts 143

Liffe London SE 25 options

Series Calls/puttions Put/puttions Mar Jun Jul Aug

Price 1.25 1.35 1.45 1.55

Vol 125 145 165 185

Open 1.25 1.35 1.45 1.55

Close 1.25 1.35 1.45 1.55

Estimated volume total: Calls 255 Puts 143

Previous day's open int: Calls 255 Puts 143

Liffe Chicago

Series Calls/puttions Put/puttions Mar Jun Jul Aug

Price 1.25 1.35 1.45 1.55

Vol 125 145 165 185

Open 1.25 1.35 1.45 1.55

Close 1.25 1.35 1.45 1.55

Estimated volume total: Calls 255 Puts 143

Previous day's open int: Calls 255 Puts 143

Liffe Japanese yen

Series Calls/puttions Put/puttions Mar Jun Jul Aug

Price 0.70 0.75 0.80 0.85

Vol 105 120 135 150

Open 0.70 0.75 0.80 0.85

Close 0.70 0.75 0.80 0.85

Estimated volume total: Calls 255 Puts 143

Previous day's open int: Calls 255 Puts 143

Liffe Swiss franc

Series Calls/puttions Put/puttions Mar Jun Jul Aug

Price 0.65 0.70 0.75 0.80

Vol 105 120 135 150

Open 0.65 0.70 0.75 0.80

Close 0.65 0.70 0.75 0.80

Estimated volume total: Calls 255 Puts 143

Previous day's open int: Calls 255 Puts 143

Liffe London

Series Calls/puttions Put/puttions Mar Jun Jul Aug

Price 1.25 1.35 1.45 1.55

Vol 125 145 165 185

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Previous day's open int: Calls 255 Puts 143

Liffe London

Series Calls/puttions Put/puttions Mar Jun Jul Aug

Price 1.25 1.35 1.45 1.55

Vol 125 145 165 185

Open 1.25 1.35 1.45 1.55

Close 1.25 1.35 1.45 1.5

## **WORLD STOCK MARKETS**

If you work in the business centres of  
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OFFENBACH, HÖCHST, ESCHBORN,  
RÜSSELSHEIM, MAINZ, WIESBADEN,  
MANNHEIM, LUDWIGSHAFEN,  
STUTTGART, MÜNCHEN,  
HEIDELBERG, NÜRNBERG or in the**

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# FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

**3pm prices January 18**

## **NEW YORK STOCK EXCHANGE COMPOSITE PRICES**

**Continued on Page 39**

## NYSE COMPOSITE PRICES

1 Month 21 lbs  
High Low Stock - Due. YALE Weight Tax  
Continued from previous Page

Sales figures are unofficial. Yearly highs and lows reflect the previous 52 weeks plus the current week, but not the latest trading day. Where a split or stock dividend amounting to 2 percent or more has been paid, the year's high-only range and dividend are shown for the new stock only. Unless otherwise noted, rates of dividend are annual disbursements based on the latest declaration.

a-dividend also x-rated, b-annual rate of dividend plus stock dividend, c-equidividends dividend, old-called, d-new yearly low, e-dividend declared or paid in preceding 12 months, f-dividends in Canadian funds, subject to 15% non-residence tax, g-dividends declared after split-up or stock dividend, h-dividend paid this year, omitted, deferred, or no action taken at latest dividend meeting, i-dividend declared or paid this year, an accumulation issue with dividends in arrears, j-new name at the past 3 weeks. The high-low range begins with the start of trading and next day delivery. P/E price-earnings ratio, r-dividends declared or paid in preceding 12 months, s-plus stock dividend, s-stock split. Dividends begin with date of split, u-estimated, v-dividend paid in stock in preceding 12months, estimated cash value on ex-dividend or ex-distribution date, w-new yearly high, x-trading halted, v-in bankruptcy or receivership or being reorganized under the Bankruptcy Act, or securities assumed by such companies, w/d-distributed, w/w-when issued, ww-with warrants, x-ex-dividend or ex-rights, xds-ex-distribution, xw-without warrants, y-ex-dividend and sales limit, yd-yield, z-sales in lot.

## **AMEX COMPOSITE PRICES**

*3pm price  
January 1*

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## OVER-THE-COUNTER

*Nasdaq national market,  
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